

# Port of Umpqua Strategic Business Plan



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# ACKNOWLEDGMENTS

This plan was developed by the Port of Umpqua with funding assistance from the Oregon Business Development Department. For more information about the Port of Umpqua, visit: [www.portofumpqua.net](http://www.portofumpqua.net)

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# EXECUTIVE SUMMARY

Oregon's ports play a vital role in the statewide economy by supporting commerce and the resulting economic activity. According to Business Oregon's *Economic Benefits of Oregon Public Ports* report (May 2014), one in six jobs in Oregon are port-related and indirectly or directly tied to cargo, recreation, industrial, commercial, and other activities at Oregon's ports. Oregon port districts are an integral part of the state's overall economy, and the Port of Umpqua is one driver of that economic engine.

The Port of Umpqua is in a healthy financial state. The Port does not carry any debts. The Port's healthy financial state leaves the Port nimble and the ability to quickly react to new and upcoming economic development opportunities and the ability to address the projects listed in the Capital Improvements Plan in an expeditious manner.

Formed in 1913, The Port serves a district that stretches from the Pacific Ocean, up the Umpqua River, all the way to the City of Elkton, located approximately 40 miles upriver.

Port of Umpqua Board of Commissioners and staff allotted over a year to update the Strategic Business Plan. The purpose of this Plan is to help the Port of Umpqua set and achieve goals to work towards meeting its stated mission and vision for the next five to ten years and beyond. The Board of Commissioners and Port Manager, will be instrumental in supporting job and economic growth within the district, identifying new and emerging business opportunities and supporting and encouraging the continued growth of tourism in the south coast region.

Challenges facing the Port over the next five to ten years include:

- 1) \$0.5M deferred maintenance on the Umpqua Wharf property; and
- 2) Maintaining an active presence on the Umpqua river waterfront.

Opportunities facing the Port over the next five to ten years include:

- 1) purchase and development of the Hallmark property; and
- 2) Expansion and renovation of the Annex building.

The Port of Umpqua does not waver in its persistent commitment to the residents of the district and carrying out its mission and vision.

This Plan, including the Capital Improvements Plan, may be amended at any time by the Board of Commissioners.

## **Strategic Business Plan Organization**

The Port of Umpqua's Strategic Business Plan is composed of an Executive Summary, seven chapters, and an appendix.

### **Executive Summary**

The Executive Summary provides a high-level overview of the Port of Umpqua's Strategic Business Plan, including a brief summary of what can be found in each chapter.

### **Chapter 1: Port History and Mission**

Chapter 1 provides an overview of the Port of Umpqua's history, mission statement, goals and strategic objectives, and includes a description of the strategic planning process.

### **Chapter 2: Port Overview**

Chapter 2 provides a broad overview of the Port of Umpqua, including its operations, facilities, and property. It also describes the Port's resources, policies and procedures, and financial and market conditions.

### **Chapter 3: Defining the Situation**

Chapter 3 provides demographic and economic profiles for the Port district and analyzes regional, state and national trends for key industries.

### **Chapter 4: Policy Context**

Chapter 4 provides the policy context for the Strategic Business Plan, including a threshold statement, a description of the applicable Statewide Planning Goals, a survey of other relevant local and regional plans, and an analysis of the political context in which the Port operates.

### **Chapter 5: Situational Analysis**

Chapter 5 provides a situational analysis of external and internal factors that contribute to or challenge the Port of Umpqua's success. The situational analysis includes an analysis of the Port's Strengths, Weaknesses, Opportunities, and Threats (SWOT), an overview of critical issues facing the Port, a demand analysis, an overview of district needs, and an exploration of other key opportunities.

### **Chapter 6: Strategic Business Plan Goals, Objectives, and Action Plans**

Chapter 6 provides a list of the Port of Umpqua's Strategic Business Plan goals, objectives, and action plans, which are broken into eight overarching categories: Property, Management, Financial, Environmental, and Marketing and Communications.

## Chapter 7: Capital Improvement Plan

Chapter 7 includes the Capital Improvement Plan and a list of potential funding opportunities that the Port could pursue to procure funding for the identified projects.

## Appendix

The Appendix includes a comprehensive list of Port owned properties, and the memoranda prepared for Board meetings throughout the duration of the project.

## Purpose of the Strategic Business Plan

### Statutory Requirements

This Strategic Business Plan (SBP) is intended to meet the Oregon Business Development Department's SBP requirements. The year 2020 marked the 10-year anniversary of strategic business plans as a requirement of law (ORS Chapter 285A) and best practice for Oregon's public ports. In 2010, Business Oregon adopted the New Strategic Business Plan for Oregon's Statewide Port System to support development of individual port plans. The rules by which Business Oregon recognizes individual port strategic business plans are found under OAR Chapter 123, Division 25. It is in this Chapter that the requirement for ports to update its Strategic Business Plan at least every 10 years is found. The Port of Umpqua's initial Strategic Business Plan, upon the implementation of ORS Chapter 285A, was completed in 2011. Prior to 2011, the Port of Umpqua's previous Strategic Business Plan was adopted in 2003. Consistent with OAR Chapter 123, the Port's current plan is now out of date and requires updating.

### Port of Umpqua Purpose

It's been a high priority of the Port of Umpqua Board of Commissioners and Port Manager to earnestly pursue an update to its Strategic Business Plan. Residents of the Port district, Port staff and the Board of Commissioners should use this Plan as a guideline to make sound fiscal policy and planning decisions. See Figure 1 for a map of the Port's District.

### Port of Umpqua Needs

1. Review, and update, if necessary, the mission, goals and implementation strategies.
2. Provide a plan to develop and enhance the economic diversity of the Port of Umpqua district.
3. Provide a strategy for retaining existing business and attracting new business and industry to enhance local economic diversification efforts.
4. Inventory existing Port facilities/properties and potential locations of interest for future Port investment in real property and/or capital infrastructure for new

economic development.

5. Adopt a prioritized Capital Improvements Plan and feasible funding strategy by including a list of potential funding sources and priority ranking of projects.
6. Provide the community and potential customers a clear understanding of the Port's mission, as well as its functions and purpose.
7. Comply with OAR 123-0025, which requires the Port to prepare and adopt a strategic business plan in order to request state funding for planned improvements.



# Chapter 1: Port History & Mission

## **Port of Umpqua History**

During the 1860's Thomas Elliot was the captain of the first vessel to enter the Port of Umpqua, later called Gardiner. In crossing the bar, Elliot's ship washed ashore and was destroyed on the south beach. Before Elliot arrived in modern day Gardiner, at statehood in 1859, Oregon received title from the federal government to the beds and banks of all navigable waterways within the state, including all tidally influenced waterways. The state authorized public Port districts to own and manage state harbors and ports. Port districts gained the authority to provide space for shipping facilities, purchase and develop industrial sites, levy taxes, and sell bonds to promote and protect port commerce.

The Port of Umpqua District formed in 1913, and significant improvements including construction of the jetties, development of Salmon Harbor and ongoing dredging have made the Lower Umpqua one of the most significant commerce and recreational boating harbors on the Oregon Coast.

Port districts' governing powers are vested in port commissions, consisting of three to five commissioners who may delegate day-to-day operating authority to a port manager or executive director. The Port of Umpqua has five Port Commissioners; each elected at-large to four-year terms by Port district constituents. Terms are staggered so a new commissioner is elected every two years. State law sets dollar limits for port commissioner compensation for each day spent in attendance at official port district meetings and in performance of district services. Port of Umpqua Commissioners presently receive no compensation.

Over the past ninety years, the Port has seen the area's industrial base change from marine commerce, logging, and commercial fishing to primarily tourism. Still, a small but vital commercial fishing fleet remains, and new industry has been brought to the area, including ship building, several of which have their headquarters in the Port's district.

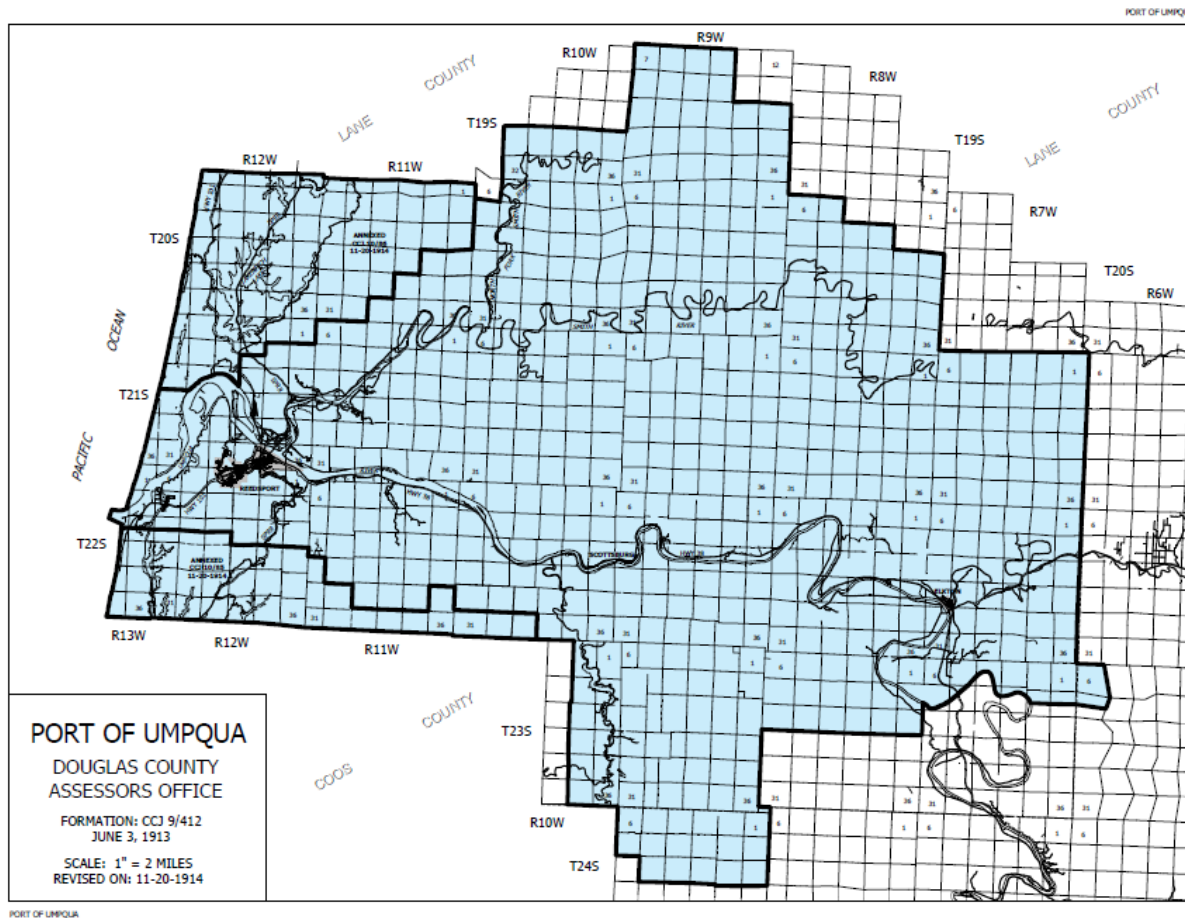


FIGURE 1. MAP OF PORT OF UMPQUA DISTRICT

## Port of Umpqua Mission

The existing mission and vision were developed along with the 2003 Strategic Plan and was reviewed by the Board of Commissioners in 2011 as part of the Board's periodic review. The Port's existing mission has not changed since it was reviewed and updated in 2011. In 2023, the Port remains steadfast in its mission and vision to be stewards of public trust, property, and economic development of the south coast region.

### Port of Umpqua's Mission Statement:

The Port of Umpqua exists to maximize employment opportunities within its district through:

- ▶ Highest and best use of financial tools and assets;
- ▶ Increased operating revenue sources;
- ▶ Economic development to retain existing and create new jobs; and
- ▶ Protection and enhancement of the unique quality of place and life for our citizens.

### Port of Umpqua's Vision Statement:

The Port of Umpqua maintains and creates strategic partnerships to maximize business opportunities, useful facilities, and a quality working environment within its district.

## Overview of Port Goals & Strategic Objectives

The Port of Umpqua's goals and objectives are designed to support the Port's mission and vision to promote sustainable economic and community development and be responsible stewards of the public's tax dollars within the district. The following provides a broad overview of the Strategic Business Plan goals and objectives; the full set of goals, objectives, and action plans can be found in Chapter 6.

- ✧ **Management Goal:** Pursue the Port's mission and vision through successful management of its operations, partnerships, and physical resources.
- ✧ **Capital Facilities Goal:** Assure capital facilities are developed and maintained to serve commerce, support economic opportunities, and create jobs within the Port district. Umpqua River dredging, and jetty maintenance is critical to support local commerce on an ongoing basis.
- ✧ **Financial Goal:** Enable the Port to meet its mission through financial stability.
- ✧ **Environmental Goal:** Ensure environmental stewardship of land and water resources in developing and operating facilities under the Port's control.
- ✧ **Marketing Goal:** Market the Port's services and assets to local, regional, national and international prospects and partners to maximize job creation within the district.

## Strategic Planning Process

The Port began the process of updating its SBP in the spring of 2022. The Port Manager and Board of Commissioners held several work sessions over the course of several months that were devoted to an internal review and audit of the Port's 2011 Plan. Around the same time, the Special Districts Association of Oregon (SDAO) reached out to the Lane Council of Government's (LCOG) to serve as the consultant facilitating updates to the Plan. Through the summer and early fall of 2022, the Port worked with Business Oregon's Ports Programming and Marketing Fund (PPMF) to apply for and obtain grant funds to complete the project. In August of 2022, the Port was awarded \$28,875 in grant funding to update its SBP. The Port would be responsible for a \$9,625 match to bring the grand total of grant funding and match to \$38,500.

In October of 2022, the Port and LCOG executed an intergovernmental agreement (IGA) to complete the Port's update to the SBP with a not to exceed amount of \$38,500. Formal

kick-off of the project occurred later in October of 2022 with LCOG staff conducting a site visit to meet Port staff and tour and photograph Port owned facilities, properties, and equipment. For the remainder of the fall of 2022 and winter of 2023, LCOG worked on completing the “objective” updates to the Plan – updates that do not require discretion of the Board such as simple updates to the demographic profile of the Port district and other related figures that could be easily updated with freely available demographic and economic data through online state, federal, and county data sources.

LCOG considers the project to be broken into two distinct phases: Phase 1 consists of the objectives updates to the Plan and Phase 2 consists of the subjective updates. Memo #1 was drafted in early winter of 2023 and described the proposed overall scope of the project. Phase 2 began in earnest around spring of 2023. The primary task for Phase 2 was to conduct the stakeholder outreach portion of the Plan. In February 2023, LCOG presented Memo #2 to the Board at its regularly scheduled meeting. Memo #2 proposed the stakeholder engagement strategy that LCOG devised. The stakeholder engagement strategy included conducting focus group interviews, one-on-one interviews, and a wide-spread online survey through Survey Monkey to reach the community at-large. The entirety of the stakeholder engagement occurred remotely over telephone or videoconferencing platforms.

Memo #3 prepared the Board for a SWOT exercise at its May meeting. Memo #3 outlined the SWOT process and introduced several “idea primers” that were designed to jump start the conversation.

The stakeholder outreach started in April of 2023 and was complete by May. LCOG drafted Memo #4 that summarizes the results of the stakeholder outreach efforts. LCOG presented Memo #4 to the Board at its July 2023 meeting.

Another important aspect of phase 2 was to facilitate a Strengths, Weaknesses, Opportunities and Threats (SWOT) work session with the Board. On May 19, 2023, LCOG staff traveled to the main Port offices in Reedsport and held a work session before the commencement of the Board’s regularly scheduled meeting. A staff person from Business Oregon attended the work session. The outcomes of the SWOT work session are also captured in Memo #4.

On August 16, 2023, LCOG staff again traveled to the main Port offices in Reedsport, although this meeting was centered on the update of the Port’s Capital Improvements Plan (CIP). Memo #5 outlines the strategy of how the Board conducted its review and eventual update of the CIP. A staff person from Business Oregon attended the work session. Memo

#6 introduced the Board to a final draft of the Plan to aid in their review at the September 27, 2023 meeting.

The Plan was adopted by the Port of Umpqua Board of Commissioners on 18 October 2023.

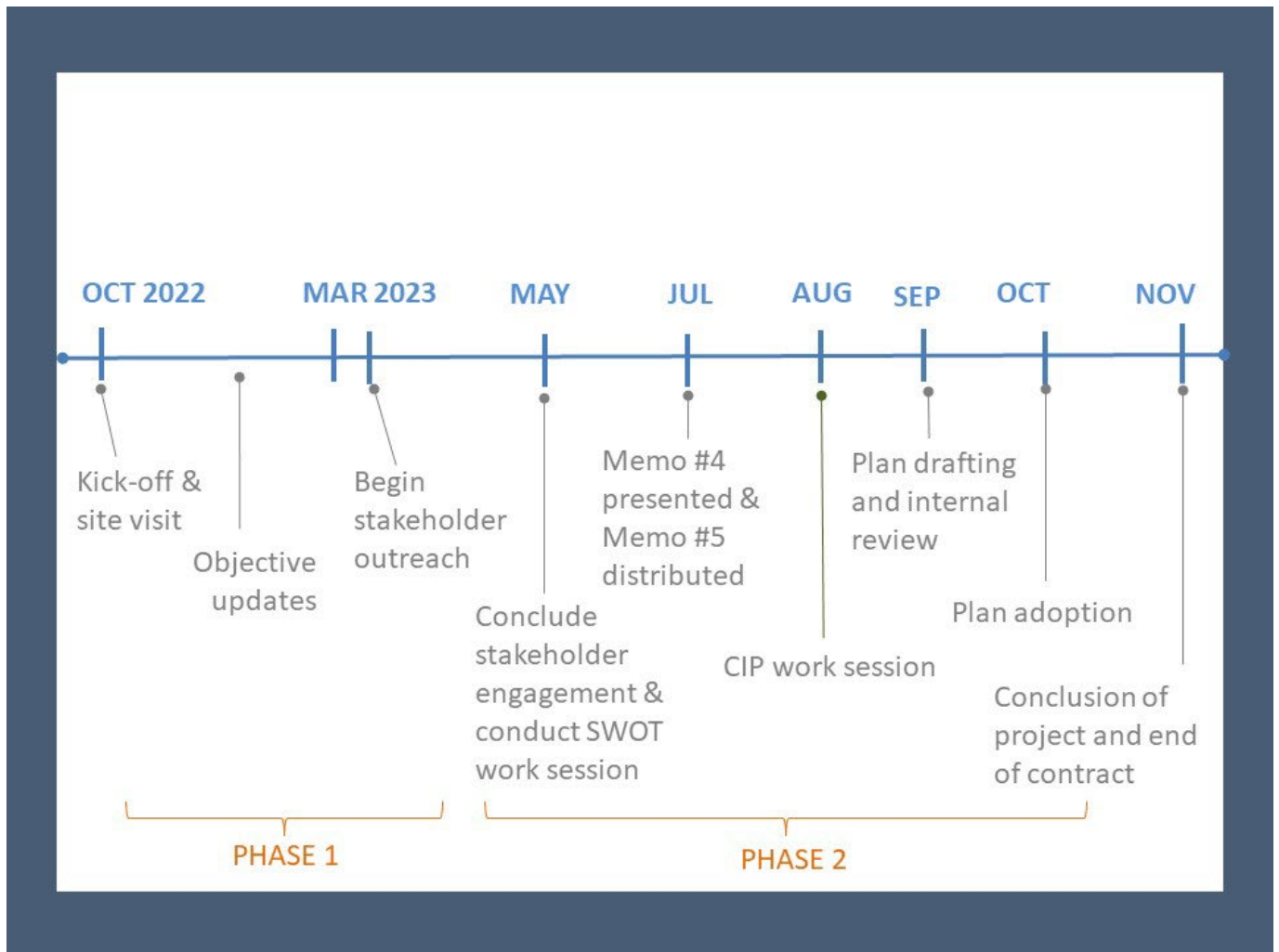


FIGURE 2. SPB UPDATE PROJECT CALENDAR OF MILESTONES

## Chapter 2: Port Overview

### **Port Description & Resources**

The Port District covers 750 square miles – on the Pacific Coast between the Coos County and Lane County lines and then east to the Elkton tunnel on Highway 38. The Port district includes the communities of Reedsport, Winchester Bay, Gardiner, Ash Valley, Scottsburg, Elkton and portions of the Smith River area. Located on the beautiful scenic Highway 101, it is also the terminus of a major connecting road (Highway 38) to Interstate-5, providing excellent vehicular access. Additionally, it is served by an airport just 25 miles to the south in the City of North Bend. The Port is considered a shallow-draft port and a navigable channel that is maintained from the mouth of the Umpqua River upstream to the East Basin in Winchester Bay.

The Port owns one dock and leases another. Both docks serve different functions. One dock (known as the Wharf Property) adjoins the Fred Wahl Marine Construction property which is along the Umpqua river upstream of the Highway 101 bridge. The Port leases the footprint of this dock from the Oregon Department of State Lands (DSL) for an annual fee of \$1,022.33 (2023). Each year the Port's lease fee increases by three percent. This dock allows for the temporary moorage of vessels while they are typically waiting to be lifted onto the Fred Wahl Marine Construction area for equipment loading. The Port recently commissioned a structural assessment report of the dock. The report determined the dock needs approximately one-half million dollars in facility upgrades and repairs. This dock and the structural issues will likely be a main point of discussion and emphasis for the Port in the near future. The Port collects moorage fees from vessels that utilize the dock. The moorage fees are nominal and range from \$0 to \$3,000 per month. See Image 1 below.





IMAGE 1. WHARF PROPERTY DOCK NEAR HIGHWAY 101 BRIDGE.

The second dock that the Port owns is in Winchester Bay, along with the parcel associated with the commercial fishing dock, which is currently being leased to Pacific Dream Seafoods. The main use of the dock is for commercial fishers to offloading their products. The Port charges Pacific Dream a fee based on the weight and the type of the products. See Image 2 below.



IMAGE 2. PORT OWNED DOCK IN WINCHESTER BAY. DOCK IS DENOTED BY BLACK ARROW.

The Port also owns property in Reedsport's small industrial park that includes Tyree Oil and adjoins the city's newly updated wastewater treatment plant (see Image 3 below). The Port leases the property to Tyree Oil. The site consists of a Pacific Pride gas station and an associated oil building (seen in background).



IMAGE 3. TYREE OIL SITE.

The Business Development Center serves as the Port's main office spaces. The Port purchased its current office building and its annex in downtown Reedsport in 2011 and moved into the building in early 2012. It is located along the Oregon Coast Highway 101. Within the Business Development Center are several office spaces for rent. Presently, several local businesses rent office space in the Business Development Center. The Port has found it challenging at times to maintain full occupancy of available office spaces. In between the Business Development Center and the Annex is a courtyard. The courtyard offers a large open lawn and a water fountain feature that is used for employee respite and recreation. Across the courtyard is the Annex. The Annex also serves as the Commission's Chambers, and a community center. The Annex may be rented to the public for events or



parties and the rental rate is usually around \$100. In addition to the Port of Umpqua offices, the courtyard and the annex, it has more than 40 off-street parking spaces. The goal of the complex is to provide office space for a reasonable cost to contribute to the economic development of the region. One significant challenge for the tenants has been a lack of signage space along the front of the building that fronts Highway 101. The parking lot is in the back of the site, which is accessed from North 19<sup>th</sup> Street and can be easy to miss.



Image 4. Main port offices, including courtyard and annex building.

Currently five businesses are renting office spaces, one of which rent full a suite. There are nine individual office spaces still for rent. The total gross income from the existing business rentals is about \$1,811 per month. Two tenants were recently lost, and a lack of signage was noted as a significant reason for leaving. To address the lack of signage for tenants along the frontage, the Port allowed tenants to post advertisements of their businesses on the front windows of their respective business, facing Highway 101. Beyond that, the Port has no other plans in motion to further address this matter.



IMAGE 5. MAIN PORT OFFICES AS SEEN FROM HIGHWAY 101.

As a whole the Business Development Center has been a success. The tenants find the spaces provided by the Port to be convenient, updated, and modern. The Port's long-term plans for the Business Development Center is to keep business as is and continually seek out more tenants in an effort to reach maximum occupancy.

Additionally, the Port also owns land on Steamboat Island that is available for wetland mitigation.

## Partnerships and Political Context

Collaboration with strategic partners allows the port to better address its mission and manage its assets. Table 1 gives the Port's role within each organization and lists some key issues. The Port has a history of positive working relationships and project results with its partners.

TABLE 1. PORT ORGANIZATIONAL PARTNERS

Port Partners	Role	Contact Information
Southwest Area Commission on Transportation (SWACT)	Manager attends meetings	Sarah Thompson, ODOT, 541-957-3687
Winchester Bay/Reedsport Chamber of Commerce	Commissioner represents port	Jennifer Rockwell, 541-271-3495
Pacific Northwest Waterways Association (PNWA)	Port is a member	Heather Stebbings, 503-234-8550
Oregon Public Ports Association (OPPA)	Manager represents port as general member	Mark Landauer, 503-798-9243
Douglas County Industrial Development Board	Manager represents port as Ex-Officio	541-672-6728
Special Districts Association of Oregon (SDAO)	Manager represents port as general member	Todd Heidgerken, Board President, 503-371-8667
Pacific Coast Congress of Harbormasters and Port Managers (PCCHPM)	Port staff is a member of professional organization	800-236-0748
Salmon Trout Enhancement Program	Port supports and contributes to ongoing projects	Deb Yates, 541-271-5505

## Port Policies and Procedure

### Operating Procedures

The Port of Umpqua operates under a five-member elected, volunteer Commission. The Commissioners are responsible for setting policy and for selecting and supervising the Port Manager. The Port Manager is responsible for day-to-day operations of the Port, selecting and supervising remaining Port staff, the overall administration of the Port's fiscal matters and personnel policies, and the development and maintenance of Port facilities.

Currently the Port of Umpqua has two staff members, approximately 1.75 full-time equivalent (FTE), including one Port Manager and one Administrative Assistant. See Figure 3 below for Organization Chart.

### Port of Umpqua Organization Chart

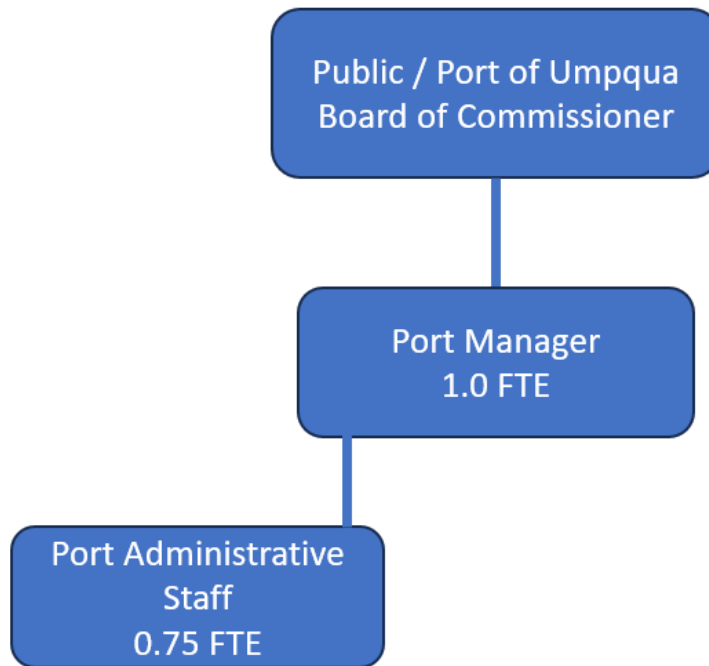


FIGURE 3. PORT OF UMPQUA ORGANIZATION CHART.

#### Financial Policies and Procedures

The Port of Umpqua is currently in a strong financial situation. The Port's strong financial situation might be in part due to its detailed set of policies and guidelines when discussing, creating, and adopting a budget every fiscal year. This section reviews the Port's internal policies and guidelines when handling its budgetary matters.

#### Definitions

The Port has developed a list of definitions by which its budgetary matters are framed by.

- **Capital Budgets and Purchases** includes expenditures for physical assets, which are utilized over a period of several years and subsequently depreciated over its useful life. Examples include major construction projects, buildings, equipment, office furniture, etc.
- **Cash** is the exchange of payment or cash equivalent that can readily be converted into cash.
- **Non-Operating Expenses** include the costs and miscellaneous fees not directly related to the Port's operations.
- **Non-Operating Revenues** include the revenues generated from sources other

than the use of Port facilities, such as property tax receipts, interest earnings, and finance charges.

- **Operating Revenues** include income generated from activities by users of Port facilities.

### Operating Budget Guidelines

The Board of Commissioners will set a budget on an annual basis. The Port Manager will make best efforts to attain sufficient operating revenues to cover operating expenses and all bond covenants on an annual basis. An annual review of operating results will be prepared by the Port Auditor and provided to the Commission. The Port Manager will maintain monthly review of revenues and expenditures. During any time, should the Port Manager determine there are significant differences in the actual financial performance of the Port compared to the budget, the Port Manager will immediately develop a plan to bring the operating budget back in line. This plan will be presented to the Board of Commissioners for consideration and approval.

Property tax levies received by the Port will be expended in accordance with the following priorities:

1. Payment of principal and interest on all other lease and debt obligations (note: the Port has no long term debt obligations).
2. Capital expenditures as identified in the CIP;
3. Support of Port operations;
4. Reserve Funds, and
5. Community Projects (designated by the Board of Commissioners that are consistent with the current adopted SBP).



The Port currently has the following reserve funds to account for its activities:

- General Fund: used to account for any financial resources used by the Port that are not accounted for in the other reserve funds.
- Dock Reserve Fund: used to account for expenditures for major construction and related improvements to the port's docks.
- Maintenance Reserve Fund: primarily used to fund maintenance and repairs.
- Capital Reserve Fund: used for major capital improvements and acquisitions.
- Operation Reserve Fund: used for operation and maintenance expenditures as authorized by the General Fund Budget.

## Revenue Guidelines

The Port will strive to maintain redundancy and a consistent stream of operating revenues so that fluctuations in any one revenue source does not degrade operating revenues.

On any agreement or lease of Port's property, Port staff and/or the Port's CPA (as directed by the Port Commission) will conduct an adequate review of the prospective client's financial position and ability to pay the fees in accordance with the agreement.

The Port will adhere to the following guidelines:

- The Port will charge fees and lease rates that will, at a minimum, be sufficient to cover all proportionate direct and indirect costs of operations associated with the use of that asset.
- When projected revenues from a project do not meet the minimum threshold over the life of a project, the staff will provide a report to the Commission outlining projected sources and uses of funds and net revenues, and the Commission shall decide whether to proceed with the project.
- The Port will use the current market value of leasable assets (land, buildings, and/or related infrastructure) to establish appropriate pricing of services and leases. The asset will be revalued upon direction of the Port Commission and the pricing shall be adjusted as appropriate.

## Cash Management and Investment

The Port will adhere to the following cash management and investment guidelines:

- The Port's Manager is responsible for the review and immediate recording of all cash transactions.
- All Port funds will be deposited into the Port's depository account by the Manager and shall be invested in a manner that will maximize interest earnings.
- The Port will direct the Manager to make investments on the Port's behalf, in conformance with Investment Guidelines as stated within the laws of the State of Oregon.
- All directives on investments by the Port Manager will be made with maturities that assure adequate resources for payment of all warrants submitted to the Manager on a monthly basis without premature liquidation of temporary investments.
- The Port will collect all receivables in a manner that will provide timely receipt of funds owed to the Port. When a receivable is deemed uncollectible, the receivable will be referred to the Port's attorney or a designated collection agency for collection. A reserve shall be recorded annually on the Port's balance sheet for the estimated amount of uncollectible receivables.

### **Cash Reserve Guidelines**

The Port of Umpqua will strive to maintain sufficient cash reserves and adhere to the following guidelines:

- Maintain a cash balance sufficient to pay an average of three months of operating expenses. If cash reserves fall to levels insufficient to meet these future obligations, the Manager will take action to raise the level of cash or decrease expenditures through changes in operations.
- Maintain a sufficient fund balance necessary to meet all debt covenants and obligations.
- If the Port cannot comply with these cash flow guidelines, a detailed plan to increase the cash flow will be prepared by the Manager, and submitted to the Commission. The Plan should address means and methods for raising revenues, reducing expenses, restructuring debt, or a combination of these activities.

## Debt Guidelines

The Port will strive to maintain its finances in a manner which will generate cash flows from all sources (before capital projects and long-term debt service payments) sufficient to provide cash to cover all debt covenants required by outstanding bond issues, loans, and adequate rates of return to the Port. The Port will adhere to the following debt guidelines:

- The Port will not borrow on a short-term basis to cover routine operations.
- Short-term borrowing (less than 1 year) obligations will not be considered as a financing option unless a detailed plan for repayment of the borrowing is presented by the Manager to the Port Commission for approval, prior to the issuance of debt.
- Debt terms/payments should not exceed the anticipated useful life of an improvement.
- The Port Manager will attempt to maintain or improve the Port's credit rating.
- The Port may utilize General Obligation bonding to finance only those capital improvements and long-term assets which have been determined to be essential to the maintenance of, or improvements to, the Port's infrastructure, or for the purchase of land and buildings that do not have revenue sources sufficient to support the repayment of debt.
- Generally, debt (other than General Obligation Bonds) should only be incurred after voter approval, and shall only be used to finance specific improvements that can generate operating cash flows sufficient to service the debt. The means of repayment must be reasonably certain prior to debt being issued. All repayment schedules must be submitted to the Port Commission for review and approval.
- The Port may issue revenue-supported bonds or take on other forms of long-term debt to finance public improvements that can be shown to be self-liquidating. Financial feasibility studies should be presented for each project to show evidence of the self-liquidating nature of the project.



## Capital Budget Guidelines

The Port will prepare a multi-year Capital Improvements Plan (CIP) (see Chapter 7 for CIP) that will be updated biannually. The Port will strive to meet the following guidelines:

- Efforts will be made to make capital investments based on the details of the CIP. When Port staff or the Commission determines that a project not included in the CIP is of sufficient urgency to be proposed for completion in the current fiscal biennium, the Commission may approve proceeding with the project and may amend the CIP, after detailed review of the project.
- Capital improvements will be funded by non-operating revenues, operating revenues, debt, and/or grants.
- The Port will maintain its physical assets at a level adequate to protect the Port's capital investments and to minimize future maintenance and replacement costs.
- A detailed maintenance schedule should be developed and updated, and sufficient levels of funding for maintenance will be included in the Port's annual budget.

## Financial Planning Considerations

- **Leases and Rental Revenues:** The Port of Umpqua currently obtains lease revenues from a land lease with TYREE OIL, Inc. for one parcel of land located in the Port of Umpqua Industrial Park in Reedsport, Oregon. The Port also obtains rental revenues from rental fees associated with Port office facility/grounds usage fees and Pacific Dream. Combined lease and rental fee revenue for the Port was \$7,632 for FY 2022.
- **Dock Usage Fee Revenues:** The Port currently owns the Umpqua River Dock located in the Port of Umpqua Industrial Park. Dock usage fees are currently collected through a Dock Management Agreement with FRED WAHL MARINE CONSTRUCTION, Inc., where the Port receives dock usage fees, and pays the operator 10% of gross usage fee revenues for their administration costs (e.g., dock usage fee scheduling, collections, and record keeping). The current user fee schedule for the Umpqua River Dock is as follows:

Vessel type	Rate
Vessels 65 feet or smaller in length	\$25/day
Vessels 65 feet or larger in length	\$50/day, or \$250/week, or \$1,000/month

- **Current and Potential Levy:** According to the Douglas County assessor for the 2022-2023 tax year, the total real market value (RMV) of all land and real property in the Port district was \$1.6 Billion<sup>1</sup>. As indicated in the amount of estimated net property tax levied in the Port district for FY2023-2024 was \$256,957 equates to a tax rate of \$0.3441 cents per \$1,000 RMV.
- **Indebtedness – Limitation:** ORS 777.410 allows Port in Oregon, when authorized by electors within the district, to borrow money and

<sup>1</sup> Douglas County Tax Rate & Valuation Summary Book, 2022-2023; Phone conversation with Douglas County Assessor on 8/29/2023.

sell and dispose of bonds, which shall constitute a general obligation of the Port and be secured by the port's full faith and credit. Bonds shall be secured by the taxing power of the port as provided in ORS 777.430 (Taxing powers of ports). The amount of bonds outstanding shall never exceed in aggregate two and one-half percent of the real market value of all taxable property within the port, computed in accordance with ORS 308.207.

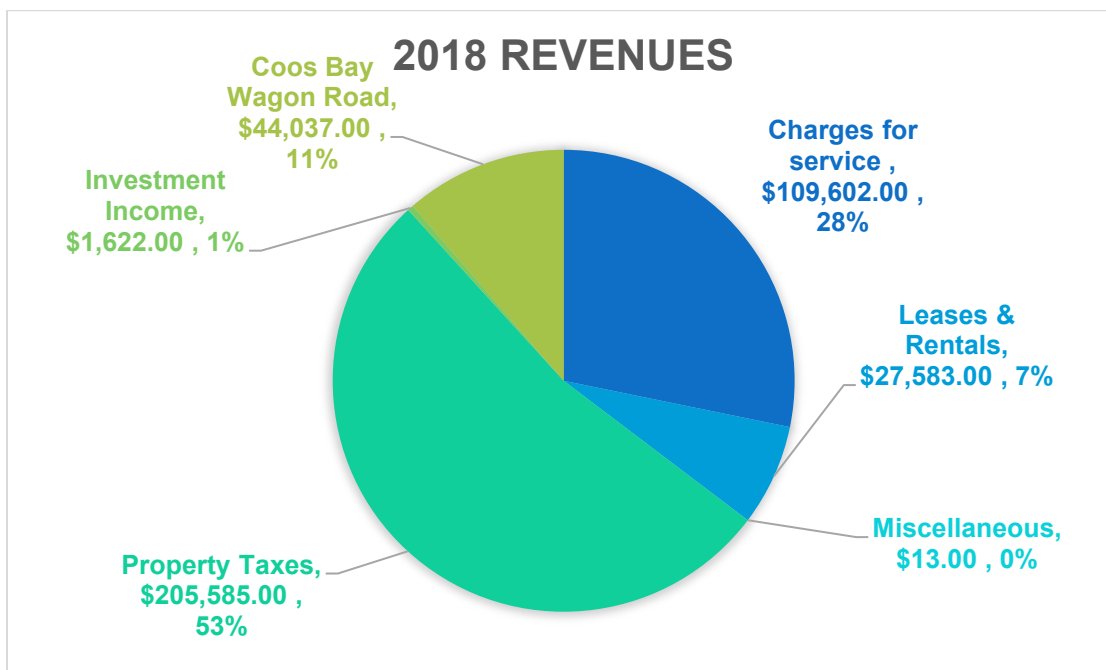
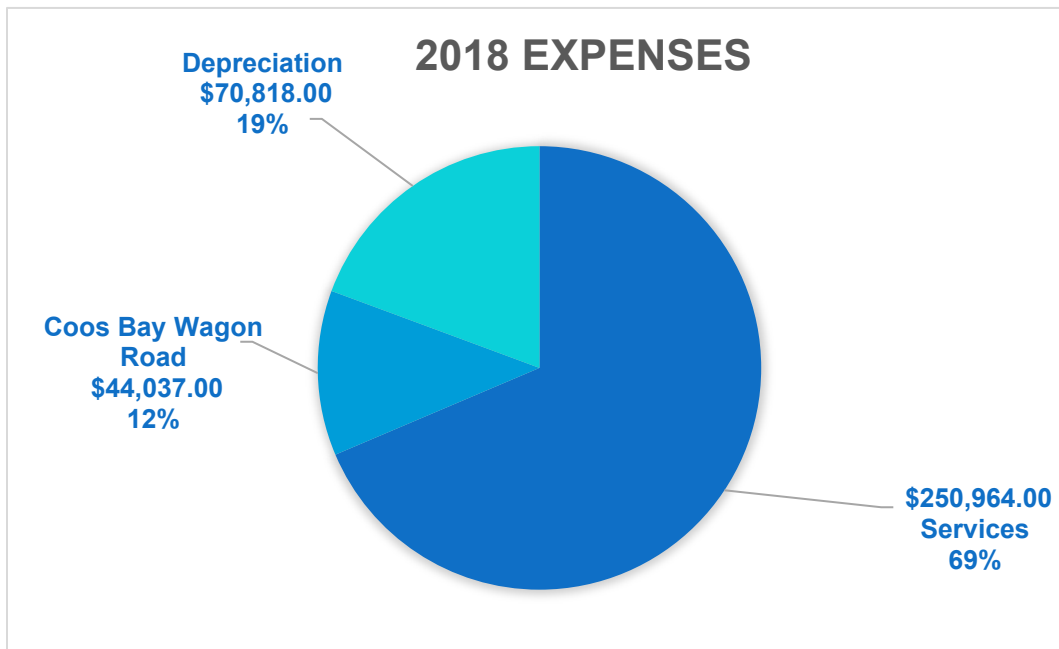
## Financial and Market Conditions

Each year, the Port launches an audit of its yearly budget. The same accounting firm located in Newport, Oregon has conducted the annual audit for the last several years. The audits are conducted by a Certified Public Accountant (CPA). The Port of Umpqua is in a healthy position in terms of financial conditions. Recently the Port has been able to settle all previous outstanding debts and is now debt-free. The Port is an enterprise fund similar to a commercial entity for reporting purposes. Based on the findings of the audit for the past 5 years, each year the Port's operational revenues do not meet operational expense, therefore requiring property taxes and other non-operational sources to support the enterprise. This section will display and describe the findings from the past five years of audits. Note: in all audits the Coos Bay Wagon Road funds are pass through funds that go directly to Salmon Harbor.

### 2018 Summary of Operations (source: 2018 Budget Audit)

Revenues	
Charges for service	\$ 109,602.00
Leases & Rentals	\$ 27,583.00
Miscellaneous	\$ 13.00
Property Taxes	\$ 205,585.00
Investment Income	\$ 1,622.00
Coos Bay Wagon Road	\$ 44,037.00
<b>Total Revenue</b>	<b>\$ 388,442.00</b>

Expenses	
Services	\$ 250,964.00
Coos Bay Wagon Road	\$ 44,037.00
Depreciation	\$ 70,818.00
<b>Total Expenses</b>	<b>\$ 365,819.00</b>



The total operating revenues for the 2017-2018 FY was \$137,185, which is an increase of 43% over the prior year. This is attributed to an increase in rental activity. In the 2017-2018 FY the topic of a commercial flake ice making machine was a hot topic. The local fishing fleet has long lobbied for an ice machine to support their operations and products.

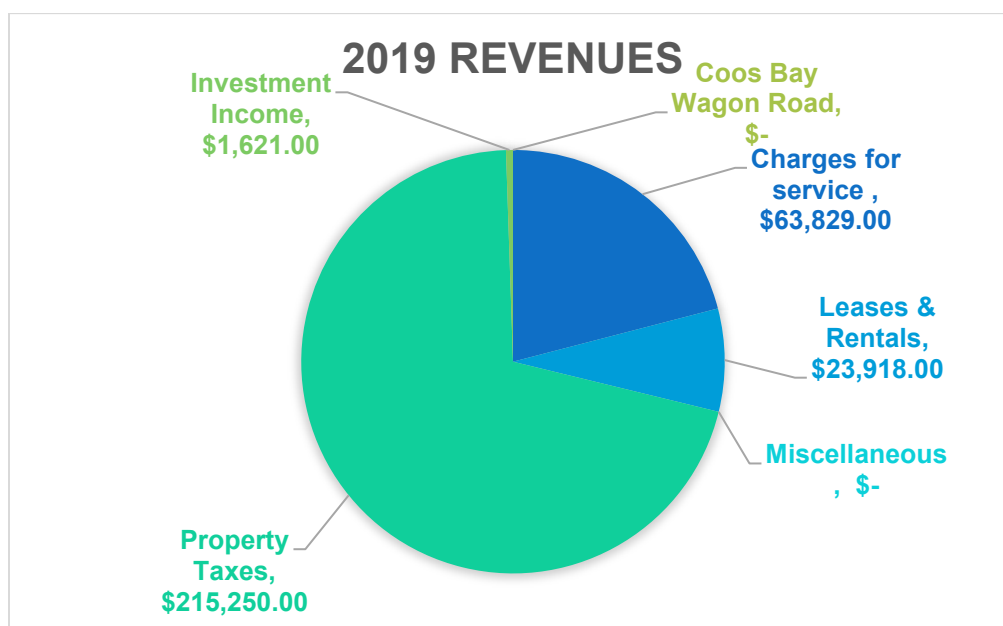
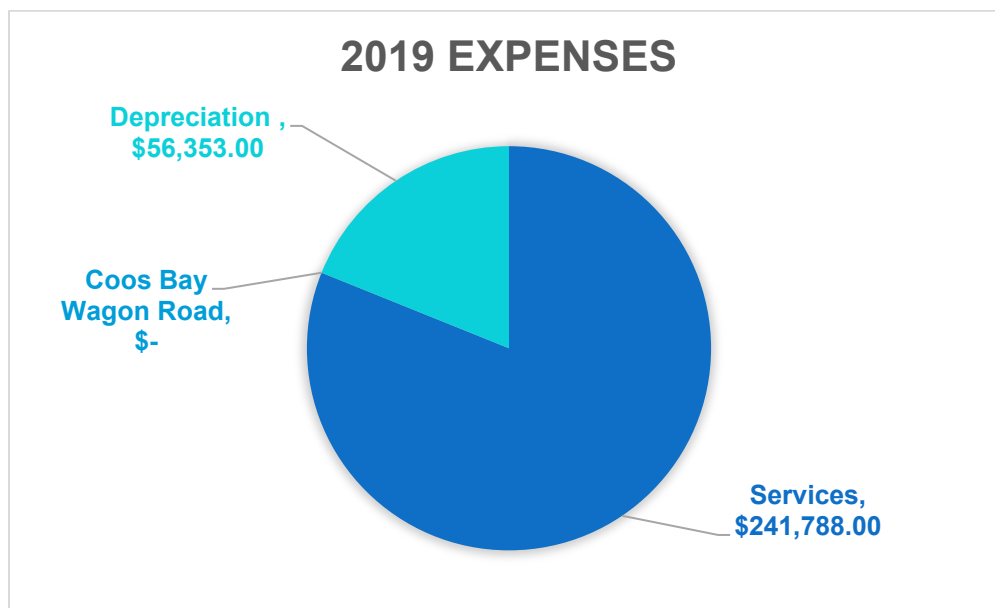
Investigation into this matter, by the Port, has determined an ice machine to not be feasible due to the high cost of the equipment, operation and maintenance, as well as seasonal demand. However, the Port was able to remedy this situation by discovering a smaller, less expensive operation. The Port installed an ice making machine and refrigerator at Salmon Harbor. This has proven challenging for Port staff. The machine makes high quality ice when operational but is often broken and requires constant maintenance. In the 2017-2018 FY, the Port's revenue from the ice machine was \$17,875, which exceeded expectations, but the maintenance and repairs continue to be problematic.

The Federal Government did not provide funding to the Army Corps of Engineers (ACOE) to dredge the Umpqua River bar entrance in 2018 and the Port was in jeopardy of not getting annual maintenance dredging completed for that reason. However, the State of Oregon stepped in and was able to provide funding for five days of dredging. The Port will continue to be an advocate for maintenance dredging of the Umpqua River bar.

## 2019 Summary of Operations (source: 2019 Budget Audit)

Revenues	
Charges for service	\$ 63,829.00
Leases & Rentals	\$ 23,918.00
Miscellaneous	\$ -
Property Taxes	\$ 215,250.00
Investment Income	\$ 1,621.00
Coos Bay Wagon Road	\$ -
<b>Total Revenue</b>	<b>\$ 304,618.00</b>

Expenses	
Services	\$ 241,788.00
Coos Bay Wagon Road	\$ -
Depreciation	\$ 56,353.00
<b>Total Expenses</b>	<b>\$ 298,141.00</b>

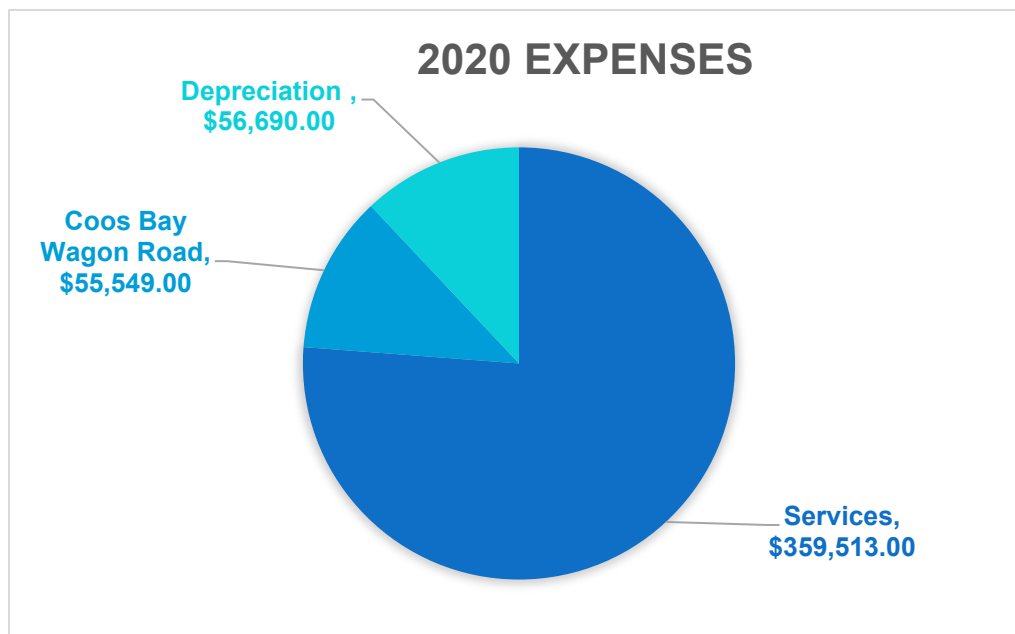
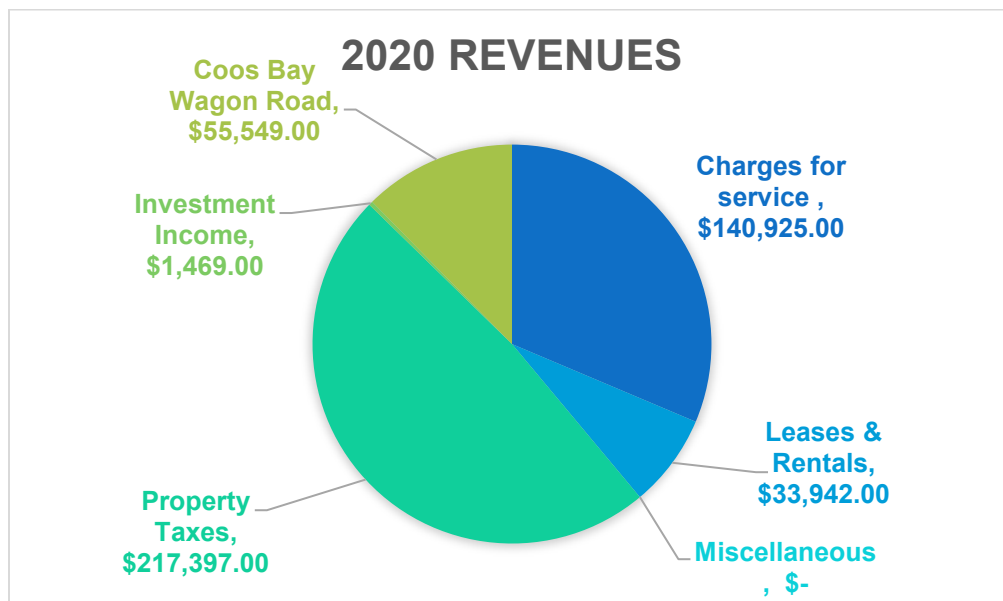


Total operating revenues for the 2018-2019 FY was \$87,747, which is a decrease of \$49,437 over the prior year. Total operating expenses for the fiscal year were \$298,141, which is a decrease of \$67,678. In 2018-2019 FY the Port had no long or short-term debts. Highlights of the FY included an increase in ice machine revenues of over 53%, while maintenance expenses decreased by about 20%. The Business Development Center obtained two new lease tenants, which will increase rental for the FY income by \$9,600. The ACOE was awarded \$1,893,00 in funding to dredge the Umpqua River bar entrance and the Federal Channel in Salmon Harbor in 2019. Continued funding from the Federal Government continues to be a challenge and much uncertainty exists; the Port continues to advocate for and seek federal funding for annual dredging. Insufficient maintenance dredging puts in danger the navigability of the Umpqua River, impacting Port operations and the safety and viability of the local fishing fleet, as well as the US Coast Guard Station Umpqua River.

## 2020 Summary of Operations (source: 2020 Budget Audit)

Revenues	
Charges for service	\$ 140,925.00
Leases & Rentals	\$ 33,942.00
Miscellaneous	\$ -
Property Taxes	\$ 217,397.00
Investment Income	\$ 1,469.00
Coos Bay Wagon Road	\$ 55,549.00
<b>Total Revenue</b>	<b>\$ 449,282.00</b>

Expenses	
Services	\$ 359,513.00
Coos Bay Wagon Road	\$ 55,549.00
Depreciation	\$ 56,690.00
<b>Total Expenses</b>	<b>\$ 471,752.00</b>



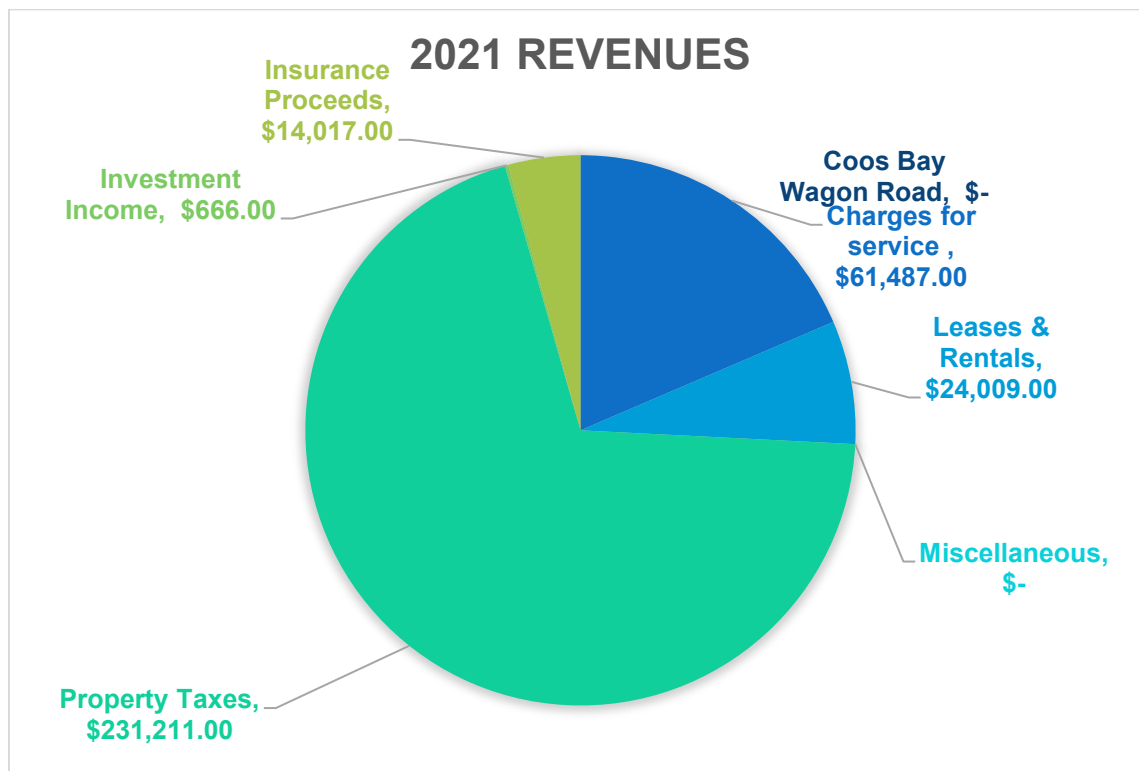


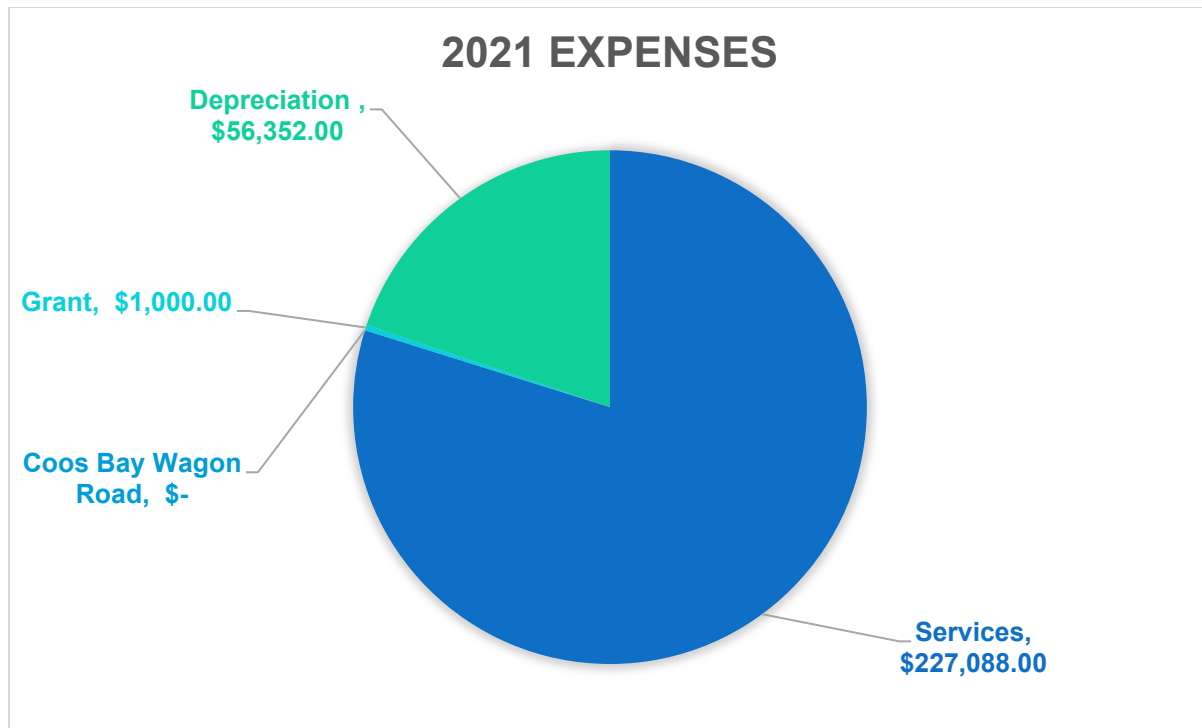
Total operating revenues for the 2019-2020 FY were \$174,867, which is an increase of \$87,120 over the prior year. Total operating expenses for the FY were \$416,203, resulting in an increase of \$118,062 over the prior year. In the 2019-2020 FY ice machine revenue was under budget by \$3,405 and poundage revenue was over budget by \$7,021. The Business Development Center was \$21,454 above the budget by \$6,058. Like the prior FY, the ACOE was awarded \$1,099,000 in funding for dredging of the Umpqua River bar and Federal Channel.

## 2021 Summary of Operations (source: 2021 Budget Audit)

Revenues	
Charges for service	\$ 61,487.00
Leases & Rentals	\$ 24,009.00
Miscellaneous	\$ -
Property Taxes	\$ 231,211.00
Investment Income	\$ 666.00
Insurance Proceeds	\$ 14,017.00
Coos Bay Wagon Road	\$ -
<b>Total Revenue</b>	<b>\$ 331,390.00</b>

Expenses	
Services	\$ 227,088.00
Coos Bay Wagon Road	\$ -
Grant	\$ 1,000.00
Depreciation	\$ 56,352.00
<b>Total Expenses</b>	<b>\$ 284,440.00</b>





Total operating revenues for the fiscal year 2020-2021 were \$85,496, which is a decrease of \$33,822 over the prior year. Total operating expenses for the fiscal year were \$283,460, which represented a decrease of \$42,514. Overall, revenues and expenses remained within the existing budget requirements. The ice machine revenue increased by over 53% and maintenance expenses decreased by about 20%. The Business Development Center lost two lease tenants. In 2019 Douglas County and the Port agreed to terminate the Intergovernmental Agreement (IGA) between the entities that provided for the management of the Salmon Harbor facility. A consequence of that decision was for the Port to purchase the 1.59 acre termed the “Umpqua Spit” where the port commercial dock resides instead of continuing to lease it from Douglas County. That same year, the Port entered a long-term lease with Pacific Dream Seafood (PacDream) to manage and operate the Umpqua Spit. This agreement includes the commercial dock, hoist and ice machine. PacDream will conduct all operations for the fishing fleet at the site. The long-term goal for PacDream is to construct a fish processing facility at the site as well as to operate the Umpqua Bait shop, which was recently purchased from a local business. This is a new business model for the Port. The arrangement and leases between the County, PacDream and the Port are anticipated to provide renewed interest from vessel owners to sell product over the port dock in Winchester Bay.

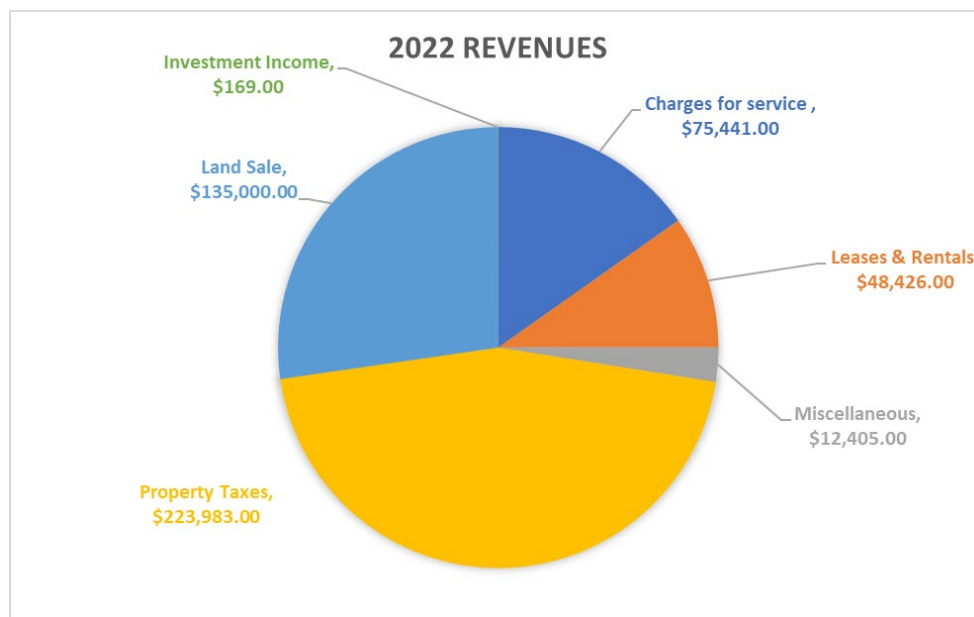
The ACOE was awarded \$1,074,000 in funding to dredge the Umpqua River bar and Federal Channel in Salmon Harbor in 2021. The dredging vessel, The Yaquina, was able to

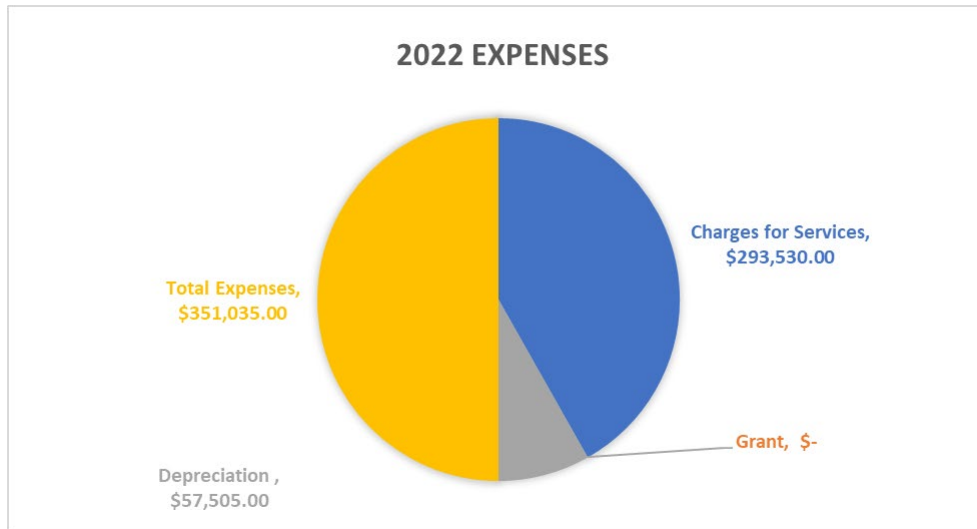
dredge 149,000 cubic yards in nine days of operation. The Port continues to advocate for annual maintenance dredging of the Umpqua River bar and Federal Channel. Lastly, the Port Board of Commissioners approved the sale of Parcel 3 in the Reedsport Industrial Park to Northwest Landscape Management, LLC. The goal of the new owner is to invest in basic infrastructure, upgrading sewer, water and power in order to build a stable owner-owned property and business with several employees.

## 2022 Summary of Operations (source: 2022 Budget Audit)

<b>Revenues</b>	
Charges for service	\$ 75,441.00
Leases & Rentals	\$ 48,426.00
Miscellaneous	\$ 12,405.00
Property Taxes	\$ 223,983.00
Land Sale	\$ 135,000.00
Investment Income	\$ 169.00
<b>Total Revenue</b>	<b>\$ 495,424.00</b>

<b>Expenses</b>	
Charges for Services	\$ 293,530.00
Grant	\$ -
Depreciation	\$ 57,505.00
<b>Total Expenses</b>	<b>\$ 351,035.00</b>





Total operating revenues for the fiscal year 2021-22 was \$123,867 which represents an increase of \$38,000 over the prior year. Total assets of the Port are \$3,384,625.00 with Capital Assets of \$1,246,344 net of accumulated depreciation. The majority of capital assets are in the form of real estate. Current Assets are \$2,138,281 on June 30, 2022. In the 2021-22 fiscal year, the Port continues to remain debt free and no long-term or short-term debt was incurred. The Port's leadership changed in 2022. Former Port Manager, Charmaine Vitek retired, effective June 30, 2022. In-coming Port Manager, Scott Kent, took over management of the Port on July 1, 2022.

The Senate Appropriations Committee approved \$702,000 for clamshell dredging the Winchester Bay boat basin entrance and \$250,000 for repair of the south jetty. In 2022, the dredging vessel, Yaquina, spent nine days during the summer of 2022 dredging the Umpqua River bar. Fiscal Year 2023 saw \$1,279,000 awarded to the ACOE for operation and maintenance of the Umpqua River. As always, efforts to secure perpetual funding for maintenance and operation of the Umpqua River remain a top priority of the Port.

In November 2021, the Port sold ~1.3-acre parcel of land in the industrial park to Northwest Landscape for \$135,000. The purpose of the sale was to facilitate infrastructure development, including sanitary sewer, water, and power upgrades to the tenant. Northwest Landscape provided the Port with a down payment of \$40,000. Northwest Landscape pays the Port \$900 per month, which covers principal and interest and additional funds applied to the principal. The payment is deposited in the Capital Project Reserve Fund and the payment schedule is for ten years at an interest rate of 1.5%.

The Port purchased a 1.59-acre parcel of land in Winchester Bay at 551 Ork Rock Road from Douglas County, also known as the Umpqua Spit, which had been previously leased

from Douglas County for ~\$580 per month. The purchase price was \$65,000 and sale closed in April 2021. The parcel, including the commercial dock was leased to Pacific Dream, who took over operations beginning in October 2021. Pacific Dream's lease rates are \$2,078, plus \$0.03 per pound of fish and crab and \$0.01 per pound of squid, and \$0.15 per pound of shrimp, that are offloaded at the commercial dock. This revenue is deposited into the Port's General Fund. Hoist and ice fees are no longer being collected by the Port because these services are now performed by Pacific Dream.

Lastly, the Port entered an IGA with the Lane Council of Governments to facilitate the update of the Port's SBP. The Port applied for and received grant funds from Business Oregon's PPMF to the amount of \$28,875.

## Chapter 3: Defining the Situation

### District Demographic Profile

This section includes a brief summary of current demographic and market trends impacting the Port of Umpqua.

Population levels continue to increase in both Oregon and the Port of Umpqua trade area due to migration patterns, increases in immigrant population levels, and natural population increases. As seen in Table 2, from 2010 to 2020, the population of the City of Reedsport grew by 4%. This growth represents an estimated 156 new residents. In comparison to Reedsport, other cities along the South Coast region all saw a positive growth rate. During the same time period, Douglas County saw a 3% growth rate, which resulted in an estimated 3,534 new residents.

TABLE 2. POPULATION CHANGE 2010-2020<sup>2</sup>

Jurisdiction	2010	2020	Number Change	Percent Change
Reedsport	4,154	4,310	156	4%
Coos Bay	15,967	15,985	18	0%
Florence	8,466	9,396	930	11%
North Bend	9,695	10,317	622	6%
Douglas County	107,667	111,201	3,534	3%
State of Oregon	3,831,074	4,237,256	406,182	11%

Median household income levels for Douglas County and Oregon in 2010 were just slightly lower than the national median household income. In 2020, Oregon surpassed the national

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<sup>2</sup> Source: *data.census.gov P1 - RACE Redistricting Data (PL 94-171) 2010 & 2020 Decennial Census Total Population*

median household income, while the gap between Oregon and Douglas County widened slightly.

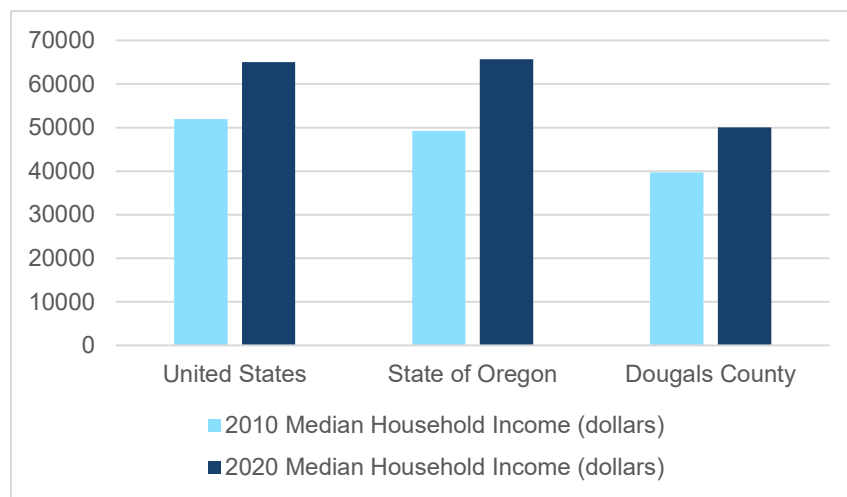


FIGURE 3. MEDIAN HOUSEHOLD INCOME LEVELS, SELECTED GEOGRAPHIES

TABLE 3, MEDIAN AGE CHANGE 2011-2021

Median Age	2011	2021	Percent Change
City of Reedsport	51.0	54.8	7%
Douglas County	45.8	46.6	2%
Oregon	38.2	39.6	4%

DP05 / ACS 5-Year Estimates Data Profiles 2011-21. DP05 - ACS Demographic and Housing Estimate

As seen in Table 3, the median age in the City of Reedsport increased from 51.0 years of age to 54.8 in the span of a decade, which represents a 7% change. The median age in Reedsport outpaced that of Douglas County and the state of Oregon in terms of percentage change of median age. For context, the median age of the population of the United States is 38.8 years of age<sup>3</sup>; all three jurisdictions have median ages older than that of the population of the United States.

<sup>3</sup> DP05 / ACS 1-Year Estimates Data Profiles.



TABLE 4. PERCENT CHANGE POVERTY STATUS, 2011-2021.

Poverty status	2011	2021	Percent Change
United States	48,452,035	41,393,176	-17%
Oregon	662,283	507,829	-30%
Douglas County	18,109	19,361	6%

As illustrated in Table 4, strides have been made to curb poverty in the United States and Oregon from the decade from 2011 to 2021. The percentage of persons for whom poverty status is determined saw double digit declines from 2011 to 2021. Douglas County saw a slight uptick of 1,252 persons, which represented a 6% during the 10-year period.

## District Economic Profile

### Regional Economic Interests or Opportunities

The Port of Umpqua has a distinct advantage of being located on a navigation channel with direct access to the Pacific Ocean and thus the western coast of the United States and across the Pacific Ocean. In addition to vessel and commercial fishing traffic in the region, the Southcoast is also known for tourism with abundant recreational opportunities available to visitors and coastal scenery that is unparalleled. This section will describe several regional economic development interests or opportunities that are relevant to the Port of Umpqua.

#### United States Marine Highway (AMH) Program – M5 Project

The goal of the AMH program is to develop new and expand existing US freight transit along the navigable waterways of the US. The waterway routes can be thought of as the Interstate Highway system that crisscrosses the country and delivers goods and services to each corner of the US. With the AMH the Interstate Highway concept is the same, but there are no roads – all travel is conducted on navigable waterways of the US, including navigable rivers such as the Mississippi River and in the case the M5 Project along the western coast of the US via the Pacific Ocean.

The AMH program is designed to address such problems as high cost of increased landside congestion, truck driver shortages and increased regulations, disruptive effects on

landside such as natural disasters and weather events and improved environmental sustainability.

Of particular interest to the Port of Umpqua and the Southcoast region is the M5 route. The M5 route coastal connector route would transport goods on barges between three medium-sized ports on the US west coast: Bellingham, Washington; a yet-to-be identified port in Southern Oregon, and San Diego. The M5 coast connector route would provide regional shippers with increased modal options, reducing truck traffic and shipping costs. The goal of the M5 coast connector route is to provide clean and efficient maritime transportation service to underserved shippers in the respective regions. The Port of Umpqua is being targeted by the Port of San Diego and Department of Transportation as being the port located in Southern Oregon. At this time, it is undetermined if the Port of Umpqua will be the actual port that will offload goods in the Southcoast region. A recent infrastructure upgrade report was commissioned to determine if the docks located on the Umpqua River could support such vessels. It was found that the costs of upgrading the facilities to efficiently and safely offload goods exceed the economic benefits from the Port of Umpqua being designated as the port in Southern Oregon. It is unknown if there will be a port in Southern Oregon that is on the M5 coastal connector route.



IMAGE 6. ROUTE OF M5 COASTAL CONNECTOR.

#### [International Paper \(IP\) Site](#)

Although the International Paper (IP) site is not under Port ownership, its redevelopment and potential for job growth in the Port's service district is a top priority. Since the site's

closure in 1999 there has been a lot of interest expressed but no projects have succeeded. At 440-acres, the IP site is an industrial site of statewide, national and potentially international significance. The site is accessed from Highway 101 in Gardiner and extends from the Umpqua River frontage west toward the Pacific Ocean, and north and includes water rights and access to two freshwater lakes. Other site highlights include:

- Deep water outfall to Pacific Ocean.
- Extensive infrastructure on site.
- 15 million gallons of potable water rights.
- A water distribution system from Tahkenitch and Siltcoos Lakes.



IMAGE 7. AERIAL IMAGE OF IP SITE IN GARDINER.

In 2017 the IP site was purchased by Tacoma-based Industrial Harbor USA. After the purchase the site was formally renamed to the Reedsport Commerce Park. The new owners of the former IP site are hopeful that industrial uses will choose to locate at the Reedsport Commerce Park. Potential uses that have been considered are an indoor aquaculture and fish processing center, a railroad offloading storage facility, railroad operations and train maintenance building, commercial moorage dock and building, RV and ATV and boat storage, and fabrication and welding shops. The Port of Umpqua continues to play an active role in the advertising and success of the former IP site as it is

one of the largest pieces of industrially zoned land in Douglas County and has the potential for substantial economic development to Reedsport and the Southcoast region.

### Golf Course Project

While a golf course project may not seem like a traditional Port project or interest, the Port of Umpqua has an interest in supporting all types of economic development within the Southcoast region. In 2019, Oregon's direct golf economy was approximately \$1.03 billion and supported 16,500 jobs with \$508.1 million of wage income and more than \$69 million in state and local taxes<sup>4</sup>. Developers are in the early stages of planning and developing of a new golf course resort in the Southcoast region. The resort will include a golf course, restaurant and lodging. These types of recreational activities are quite popular amongst tourist visiting the Southcoast region. The potential golf course and resort have the ability to piggy-back off the economic activity occurring from other golf course resort types of development in the Southcoast region. Located approximately one hour south of Reedsport is the world class golf resort of Bandon Dunes. There are opportunities for an economic cluster to develop with respect the golf course tourist destination resorts.

### Wave Energy

Wave energy development, research and manufacturing operations are also showing some potential for growth. Emerging partnerships include Ocean Power Technologies, Inc. and Oregon Iron Works working to construct the first prototype commercial energy PowerBouy systems in North America. Current work is underway to test the piston-type wave energy facility (PowerBouy system) using Pacific Ocean water outflow pipeline as a conduit for monitoring wave energy power generation.

### Employment by Industry

According to data as seen in Table 5, the total number of employees that are 16 years of age or older in Douglas County is 43,767. Of this total, the City of Reedsport captures 1,520 of those employees, or 3.5%. The highest industries in Douglas County, in terms of total employment are educational services, health care and social assistance. The total number of employees in the educational/health care/social assistance industry in Douglas County is 10,314. Of this total, about 5% of the employees are employed within the Reedsport area. Looking back to the 2011 SBP, health care and education were still the highest employment industries in Douglas County and the Reedsport Area. Based on the

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<sup>4</sup> Source: The Contribution of Golf to the State of Oregon, 2020 Edition, National Gold Foundation Consulting, Inc.

data of the previous SBP in 2011, the total number of employees in Douglas County increased by 4,912 from 2007 to 2020.

While not necessarily reflected in Table 5, the area's largest employer is the Reedsport Lower Umpqua Hospital (also known as the Lower Umpqua Hospital District, LUHD). The hospital includes a 24/7 Emergency Room and 20 critical care beds and 24 medical-surgical beds. As the full-spectrum health care facility for coastal Douglas County, LUHD offers modern health services with a comfortable and friendly small-town touch. LUHD is a tax supported district.

The area's second largest employer is the Reedsport School District. Two district schools fall under the Reedsport School District: Reedsport Community Charter School and Highland Elementary School. The Charter School is the area's junior and senior High School. The Reedsport School District is a tax supported district.

TABLE 5. EMPLOYMENT IN REEDSPORT AND DOUGLAS COUNTY, 2020<sup>5</sup>

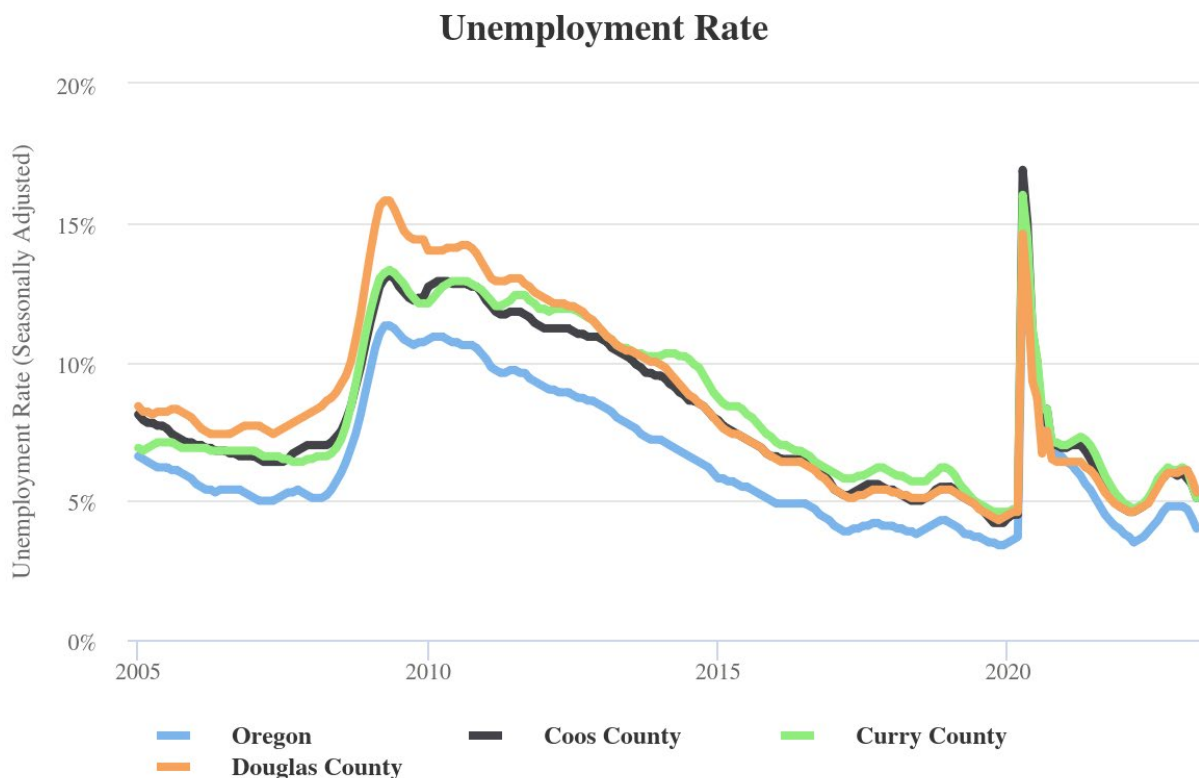
Industry Sector (number of employees)	Douglas County	Reedsport	Industry Percentage in Reedsport
Civilian employed population 16 years and over	43,767	1,520	n/a
Agriculture, forestry, fishing and hunting, and mining	2,618	97	4%
Construction	2,660	81	3%
Manufacturing	5,028	88	2%
Wholesale trade	717	14	2%
Retail trade	5,769	257	4%
Transportation and warehousing, and utilities	2,059	26	1%
Information	484	7	1%
Finance and insurance, and real estate and rental and leasing	1,726	75	4%
Professional, scientific, and management, and administrative and waste management services	3,626	46	1%
Educational services, and health care and social assistance	10,314	483	5%
Arts, entertainment, and recreation, and accommodation and food services	4,441	222	5%
Other services, except public administration	2,020	18	1%
Public administration	2,305	106	5%

<sup>5</sup> Source: data.census.gov, DP03 - ACS 5-Year Estimates Data Profiles, 2020

## Trends for Regional Key Industries, State & National Industries

### Commercial and Industrial Development Forecasts

As seen in Figure 4 below, the unemployment rate for geographies listed have rebounded well following the COVID-19 Pandemic, which began in spring of 2020. As of April 2023, Douglas County's unemployment rate was 5.3%, which is slightly higher than Curry and Coos County. All three counties represented below have a higher unemployment rate than the state of Oregon, which as of April 2023, boasted a 4.0% unemployment rate. Douglas County's record low unemployment rate was recorded in November 2019 at 4.3%.<sup>6</sup>

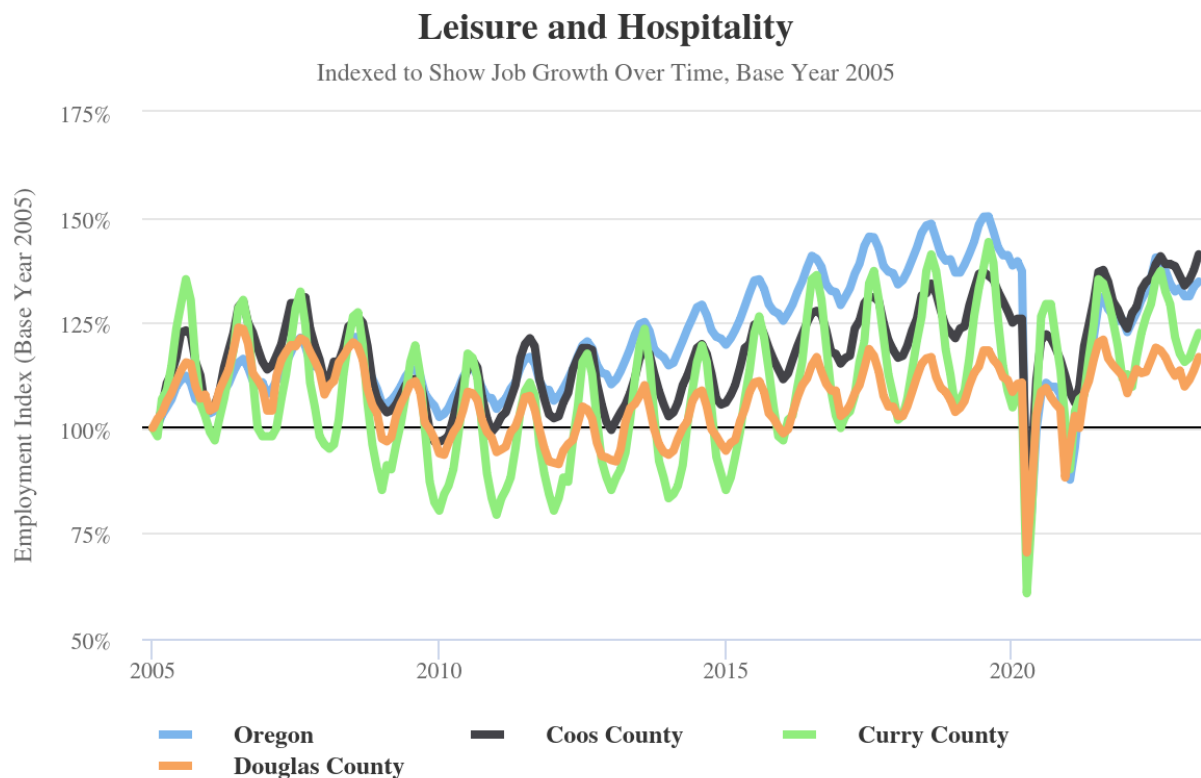


Source: Oregon Employment Department Qualityinfo.org

FIGURE 4. UNEMPLOYMENT RATE FOR OREGON, COOS COUNTY, CURRY COUNTY, AND DOUGLAS COUNTY. BASE YEAR 2005.

<sup>6</sup> Source: Qualityinfo.org/southwestern-Oregon. Unemployment Rate.

The leisure and hospitality industries are a core industry of Oregon and the south coast region. As seen elsewhere through the state and the country, the COVID-19 Pandemic in spring 2020 decimated the leisure and hospitality industry. Figure 6 shows a strong resurgence of this industry post-2020. Further, Figure 6 shows that even though Douglas County has more employment in leisure and hospitality, it has grown more slowly over time. With an index of 116.8, this means that Douglas County's employment in leisure and hospitality has grown 16.8% since 2005. Douglas County has regained the leisure and hospitality employment it lost in the COVID-19 recession, while statewide Oregon has not<sup>7</sup>.

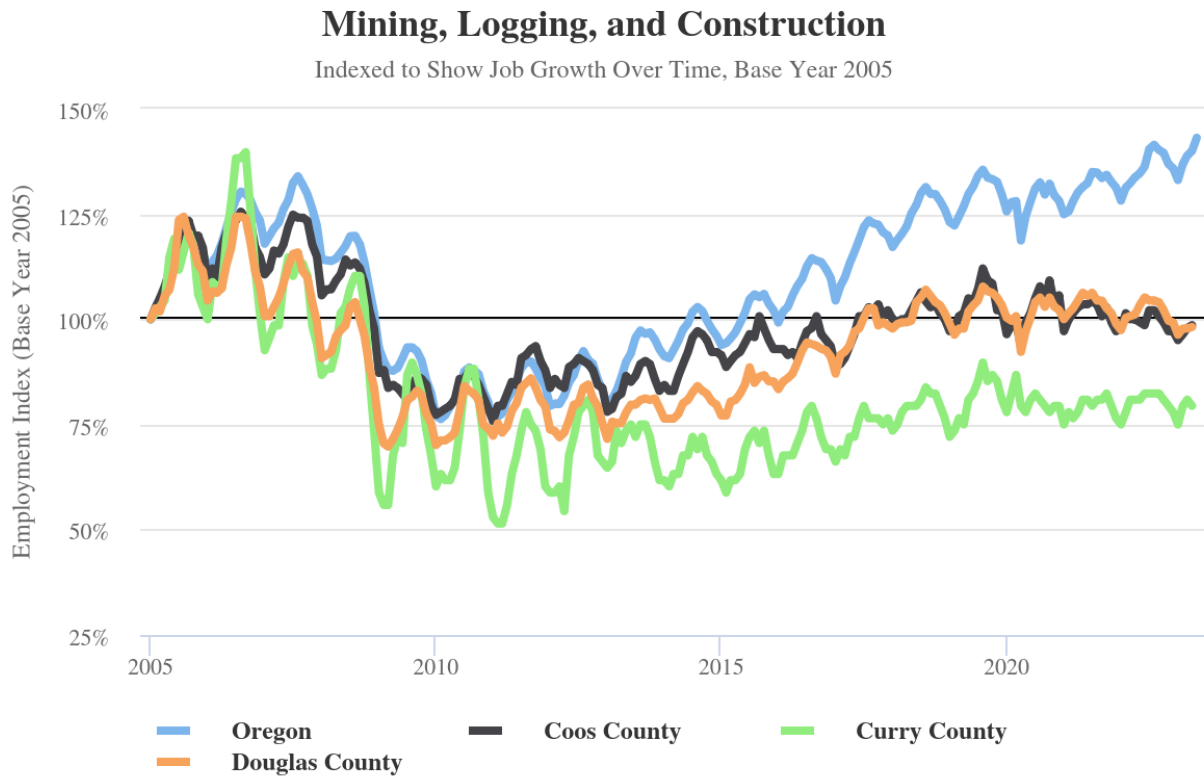


Source: Oregon Employment Department Qualityinfo.org

FIGURE 5. LEISURE AND HOSPITALITY JOB GROWTH OVER TIME. BASE YEAR 2005.

<sup>7</sup> Source: Qualityinfo.org/southwestern-Oregon. Leisure and Hospitality.





Source: Oregon Employment Department Qualityinfo.org

FIGURE 6. MINING, LOGGING, AND CONSTRUCTION JOB GROWTH OVER TIME.

Figure 6 indicates that Douglas County has an index of 98.2 and total employment of 2,660 persons in the mining, logging, and construction industry as of April 2023. Douglas County has grown fairly consistent since 2005 in the identified industries and has remained pretty much on the same trajectory as Coos County since 2005. On a state level, these industries have grown faster than Douglas, Coos, and Curry County, and Curry County has grown slower than the state and Coos and Douglas County.

TABLE 6. EMPLOYMENT GROWTH FORECAST, SOUTH COAST REGION (COOS, CURRY AND DOUGLAS COUNTIES), 2021-2031<sup>8</sup>

Employment Sector	2021	2031	Change	% Change
<b>Industrial</b>	17,200	18,360	1,160	7%
Natural Resources & Mining	3,040	3,060	20	1%
Construction	3,270	3,690	420	13%
Manufacturing	6,960	7,330	370	5%
Wholesale Trade	1,360	1,470	110	8%
Transport. & Utilities	2,570	2,810	240	9%
Retail	8,960	9,590	630	7%
<b>Services</b>	29,480	33,790	4,310	15%
Information	420	420	0	0%
Financial Activities	2,480	2,550	70	3%
Prof. & Business Services	5,850	6,620	770	13%
Private Education & Health Services	10,860	12,580	1,720	16%
Leisure & Hospitality	7,560	9,050	1,490	20%
Other Services	2,310	2,570	260	11%
<b>Government (Includes Local Education)</b>	15,420	16,430	1,010	7%
<b>Total</b>	<b>71,060</b>	<b>78,170</b>	<b>7,110</b>	<b>10%</b>

The job growth projections indicate that the South Coast Region is forecasted to add 7,100 net new payroll jobs between 2021 and 2031 (based on Oregon Employment Department). The employment sector with the greatest growth over the ten-year period from 2021 to

<sup>8</sup> Source: Oregon Employment Department, Industry Employment Projections, 2021-2031 Coos, Curry and Douglas Counties, February 9, 2023

2031 is the leisure and hospitality sector, with an employment growth of 20%. The next largest increase in job growth is the private education and health services sector.

## **Analysis**

As referenced in the data shown in prior sections, the population of Reedsport, the largest city in the Port's district, grew modestly at 4% from 2010-2020. Overall, the State of Oregon continues to see net in-migration and population growth which has resulted in Oregon receiving one additional electoral vote and one new congressional seat in the US House of Representatives. Over the past decade, the average age of residents of the Reedsport area also trends slightly higher. From 2011-2021, the median age of residents in Reedsport increased from 51.0 to 54.8 years-of-age. On the contrary, Douglas County and the State of Oregon saw a slower median age change.

There exist several possible new ventures the Port might consider in the next decade or further. The United States Marine Highway Program – M5 Project is being floated as a potential development, though the Port may not be in the best position to serve as the port being located in southern Oregon. The IP site continues to show promise for redevelopment with its extensive water rights and close proximity to the Pacific Ocean and robust infrastructure that exists on site. While the IP site is not owned by the Port, the Port remains committed to seeing the IP site developed to its full potential. As described in this Plan, tourism has really taken off in the south coast region. This is evident by the likely development of a new golf course resort in the south coast region. The golf tourism industry brings approximately \$1 billion dollars to the State of Oregon each year. The golf course has the ability to take the south coast's golfing tourism to the next level by building off what the world class Bandon Dunes golf resort has started.

The industry sectors which have the most persons employed in the Reedsport area are educational and social services, entertainment and recreation, and public administration. As of April 2023, Douglas County's unemployment rate was 5.3%, which was slightly higher than its neighboring counties Curry and Coos. The fact that tourism and recreation is a new industry driver in the south coast region is evident in Table 6. Douglas County has regained its employment in the leisure and hospitality sector, that was previously lost to the COVID-19 Pandemic, while the State of Oregon has not.

## Chapter 4: Policy Context

### Threshold Statement

This Strategic Business Plan has been prepared based on a template provided by Business Oregon; the Port of Umpqua is committed to following its governances and this Plan. The Port will update the five-year Capital Improvement Plan, along with its goals and objectives, annually as part of the budgeting process. The Port will also review and update the action plans annually prior to the budgeting process. Sitting Commissioners have undergone board training and have agreed on procedures for handling conflict of interest issues and have agreed to follow best practices. Flexibility has been provided in the Plan to allow for unanticipated business opportunities that contribute to the Port's economic development or revenue enhancement goals.

### Environmental Issues

The Port of Umpqua has previously partnered with the Smith River Watershed Council, the Partnership for the Umpqua Rivers and others to promote healthy watershed and river systems, as well as recreational opportunities.

The Smith River drains into the Umpqua River in Reedsport, which then drains into the Pacific Ocean.

### Statewide Planning Goal 9 – Economic Development

*To provide adequate opportunities throughout the state for a variety of economic activities vital to the health, welfare, and prosperity of Oregon's citizens.*

### Statewide Planning Goal 12 – Transportation

*To provide and encourage a safe, convenient and economic transportation system.*

Oregon Statewide Planning Goal 12 deals with jurisdictions providing a safe, convenient, and effective transportation system for its residents. The Port lies within Douglas County and the City of Reedsport; both of these jurisdictions are required by Goal 12 to adopt and maintain a functional Transportation System Plan (TSP). The City of Reedsport adopted its TSP in 2006 and was amended in 2016. Douglas County adopted a new TSP in 2022 after a robust public awareness and involvement process<sup>9</sup>. Both TSPs play a vital role in cataloging the existing conditions of transportation facilities in Reedsport and throughout

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<sup>9</sup> Douglas County TSP public involvement process can be found online at:  
<https://storymaps.arcgis.com/stories/a96b1af3d3f6442ba385b00a5cac86d9>

Douglas County. A TSP is also a useful tool in future transportation facilities planning; a TSP includes a capital improvement plan that outlines future transportation upgrade to existing or planned facilities. The Port is impacted by both TSPs in that the Port owns property abutting City, County and State-owned rights-of-way. The Port's decision to improve or develop any of its properties that abut a City, County or State-owned right-of-way, will involve communication and planning from each of the affected agencies. Furthermore, transportation facilities are not limited to traditional asphalt and concrete streets or highways – transportation facilities can also exist on waterways. The Port's primary objective is to maintain the federal navigation channel located in the Umpqua River so that vessels have safe and effective access to the Pacific Ocean for navigation and commerce.

## **Statewide Planning Goal 17 – Coastal Shorelands**

*To conserve, protect, where appropriate, develop and where appropriate restore the resources and benefits of all coastal shorelands, recognizing their value for protection and maintenance of water quality, fish and wildlife habitat, water-dependent uses, economic resources and recreation and aesthetics. The management of these shoreland areas shall be compatible with the characteristics of the adjacent coastal waters; and to reduce the hazard to human life and property, and the adverse effects upon water quality and fish and wildlife habitat, resulting from the use and enjoyment of Oregon's coastal shorelands.*

The Port has interests and properties that are water-dependent and involve water uses along the Umpqua River and Winchester Bay/Salmon Harbor. As stewards of public funds and public waters and recreational areas, the Port places a high priority on environmental stewardship and the preservation and protection of coastal shorelands and the fish and wildlife habitat that make up the south coast region. The Port has established with relations the Department of State Lands and US Army Corps of Engineers to review and provide comment on development proposals that may impact coastal shorelands.

## **Statewide Port Strategic Plan Recommendations**

This plan addresses the recommendations of the Ports 2010: A New Strategic Business Plan for Oregon's Statewide Port System, specifically:

- The Port will remain engaged in a formal business relationship with the State Ports Program and Business Oregon staff through an Intergovernmental Agreement (IGA), or similar document, and will continue to provide training opportunities to

Board Commissioners, staff and will comply with ongoing reporting and follow-up activities regarding the contents of this Plan.

- The Port of Umpqua Strategic Business Plan is consistent with the format, goals, and objectives of the statewide template for port strategic plans.
- The Port continues to support the south coast's regionally vital industries of commercial fishing, marine vessel construction and repair, outdoor recreation, marine sciences, agriculture, and tourism.
- The Port will strive to improve and maintain communication with district residents and others regarding the activities and ventures of the Port and its importance to the south coast region and state of Oregon.

## Other Local and Regional Plans

The Port of Umpqua operates within and is impacted by key local and regional economic and environmental plans that help it to address its mission. Table 7 lists significant local and regional efforts which require coordination in order for the Port to implement this plan.

TABLE 7. PORT-RELATED PLANS

Local Plans	Relevance to Port SBP
City of Reedsport Transportation System Plan (2006)	Impacts movement of goods and services; access to employment lands
City of Reedsport Comprehensive Plan (2013), Goal 9	Lists local economic opportunities and buildable lands
Reedsport Urban Renewal Plan (2007)	Plan includes critical projects such as downtown stormwater upgrades needed to recertify levees and protect against flooding
Reedsport Waterfront and Downtown Master Plan (2013)	Since the last update to the SBP, the Plan has been completed and adopted. Plan focuses on waterfront and downtown redevelopment through amendments to the Reedsport Comprehensive Plan and Zoning Ordinance.
Regional Plans	Relevance to Port SBP
Douglas County Transportation System Plan (2022)	Includes five improvement projects within the Winchester Bay area. Projects include improvements to Salmon Harbor Drive, Umpqua Lighthouse Campground and Salmon Harbor RV Park.
Community Wildfire Protection Plan (2022)	Collaborative effort with homeowners, fire departments, state and local officials, and other governmental agencies to guide efforts and interventions that protect life, property, and infrastructure from wildfire.

New Coastal Flood Maps/Study (2021)	Reedsport lies in the floodplain. This study coordinates local and county efforts to reduce overall flood risks and to build a stronger and safer community.
Federal Energy and Water Appropriations Operations and Maintenance Funding	Federal appropriates for Umpqua River (Reedsport/Salmon Harbor) is \$1,980,000 for FY23

## Political Context and Analysis

The Port has good working relationships with the City of Reedsport, Reedsport School District, ACOE, the local fishing fleet, and other regional government and non-governmental entities. The Port is seeking to improve lines of communication with Douglas County and leadership at Salmon Harbor. Port Board Commissioners routinely meets with representatives of many of these agencies on a quarterly basis to keep communication open and maximize opportunities for pooling resources; the Port Manager also attends a monthly Local Leadership breakfast, in which many of the entities are present. The Port also collaborates with area agencies to organize relevant training opportunities, such as a recent Oregon Government Ethics Commission workshop.

Local interest groups include environmentally focused organizations such as Salmon, Trout Enhancement Program (S.T.E.P.), Umpqua Watersheds, Smith River Watershed Council. And the Partnership for the Umpqua Rivers. The Port has worked with these key stakeholders and many others in the past and continues to collaborate with interest groups. One of the activities to be addressed as part of this Plan is to improve the Port's presence in the community and make the public aware of the important work the Port continues to do day-in-day-out, and the positive impact the Port has on the local community.

Demographic changes in the Port district population—increasing median age and a decreasing number of residents in the workforce—are likely having an impact on local perceptions and attitudes towards the Port. This further reinforces the need for the Port to improve communications with residents by sharing information and explaining the Port's changing roles in the community.

## Chapter 5: Situational Analysis

### SWOT: Strengths, Weaknesses, Opportunities and Threats

A SWOT Analysis is a strategic planning framework that helps organizations to assess what is working well and what needs improvement. SWOT stands for Strengths, Weaknesses, Opportunities, and Threats, and a SWOT Analysis is a technique to evaluate these four themes. Strengths and Weaknesses are things that are internal, or things over which the Port exerts some control, such as Port procedures, facilities, and internal operations. Opportunities and Threats are external things over which the Port does not exert control, but which may affect the Port positively or negatively, such as market conditions. A SWOT Analysis is a key component of the Plan. The Port of Umpqua's 2011 Plan included a SWOT Analysis, which must be updated to reflect current conditions.

On Wednesday, May 17, 2023, LCOG facilitated a SWOT Analysis with the Port of Umpqua Commissioners prior to the commencement of a regularly scheduled public meeting. Results from the SWOT Analysis are below. A representative from Business Oregon's Port Planning and Marketing Fund was in attendance.

STRENGTHS	WEAKNESSES
Financial status. Strong budget and successful audits Experience of Board Members Longevity of Port Staff and Leadership Success of Business Development Center at obtaining and maintain lessees Army Corps of Engineers (ACOE) support for annual dredging of Umpqua river. Congressional support for annual funding for dredging operations. Douglas County's investment in Salmon Harbor resources as a tourist destination (dollars in Port district)	Port is invisible to the public. Port offices are invisible. Public is not engaged with the Port and their operations. No Port Marina. The IGA between the Port and Salmon Harbor no longer exists. Port has no voice in what goes on at Salmon Harbor. Deferred maintenance of \$0.5M at the Umpqua River Wharf.
OPPORTUNITIES	THREATS
Site visit to other Oregon Ports Expand the Annex building to include a commercial kitchen for events.	Lack of interest in youth to work or learn about Port operations as a career or business



<p>Business incubator of Business Development Center can be improved. Increased opportunities for new business to locate there.</p> <p>Capture spill-over from growth and expansion of Port of Coos Bay. What's beneficial for the district is beneficial to the Port.</p> <p>Due to strong financial position, Port has ability to invest in new ventures and properties.</p> <p>Engage local youth at area schools, Become proactive and regain lost momentum.</p> <p>Opportunity to improve communication with Douglas County – improve relationship.</p>	<p>Complacency leads to missed opportunities</p> <p>ATV laws. If Oregon bans ATVs on state owned lands, major blow to tourism business on south coast</p> <p>Loss of dunes land. Decreasing access.</p> <p>Multiple levels of jurisdictions.</p> <p>Overuse of scenic and recreation areas leads to degradation and loss of public enjoyment</p> <p>Misconception that Port and Salmon Harbor are the same.</p>
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## Summary of Key Takeaways from SWOT Exercise

### ➤ Strengths

- Port is in a strong financial situation and has little to no debts.
- Port has strong Port Manager leadership and is able to leverage on the experience and expertise of a diverse group of Board Commissioners.
- The Port has generally been successful in annual dredging of the Channel, with the assistance of the ACOE.

### ➤ Weaknesses

- Port is invisible to the public.
- Public is not engaged with the Port or its operations; public does not show up to Port meetings.
- Port lacks waterfront properties and operations.
- Deferred maintenance of Umpqua river Wharf.

### ➤ Opportunities

- Site visits with other Oregon ports.
- Opportunity to capitalize on expected growth of adjacent Port of Coos Bay
- Due to strong financial situation, Port is in a position to put significant funding towards property acquisition and capital improvements.

- Opportunity to engage with local youth through partnerships between the Port and the Reedsport School District.
- **Threats**
  - Lack of interest in youth to learn about Port-related operations and potential occupations in the maritime field.
  - Divestment in Port waterfront properties in Salmon Harbor/Winchester Bay area to Douglas County and private entities.
  - Complacency has led to missed opportunities.

## **Board Perspective**

Board Commissioners understand the public's sentiment around the perceived invisibility of the Port; however, it should be noted that there may be perplexity around the various entities involved in Salmon Harbor, Winchester Bay and the Port, in general. The Port does not operate Salmon Harbor. Salmon Harbor is a Douglas County operated entity. Salmon Harbor operates exclusive of the Port. The Port's primary presence in Salmon Harbor is on the waterfront and the companies with which they lease land to. The Board's meeting and work sessions are now publicly available for remote attendance by the public through the Port's website. It is the hope of the Port and the Commissioners by making meetings easily accessible for viewing and participating in Port meetings will help diminish the perception that the Port is invisible to the public. The public has been and will always be welcome at public Port meetings.

## **Critical Issues**

### **Public Involvement**

As was evident in the SWOT exercise and from the results of the stakeholder engagement, the Port faces a critical issue in that the general public is more or less unaware of what the Port of Umpqua is, what it does, and its role in the Reedsport community. The public does not show up to Port regular meetings and is seen as invisible in the community. The issue might have arisen as a result of the Port's decision to by-in-large sell off waterfront properties that maintained a high level of visibility in the community, especially the fishing and recreation community in Winchester Bay and Salmon Harbor. While the Port's Business Development Center has been largely successful since its founding, the location of the Business Development Center, and other Port operations lack a waterfront presence. However, there are some opportunities for the Port to address this critical issue. To address the lack of public involvement and general invisibility in the community, the Port has an opportunity to partner with the local Reedsport school district to start up

collaborative training programs with area students to learn about Port operations and make students aware of the types of careers that are available in Port operations, and seafaring. Additionally, it was made evident that the Port could benefit greatly from taking site visits to other area Oregon ports to see how they conduct business and operate. By visiting with other Oregon ports, the Port of Umpqua has the opportunity to see how other Oregon ports operate, especially with the public and their constituents, in an effort to perhaps emulate some of those efforts so that the Port has a greater presence in the Reedsport community.

#### No Legal Access to Critical Property

Between the Umpqua River wharf, a key Port property, and the right-of-way of Port Dock Road is a parcel of land whose ownership is unknown. The Port is confident that the parcel of land is not owned by Fred Wahl Marine Construction, a large industrial use located adjacent. The parcel may be owned by the State of Oregon Department of State Lands (DSL). The Port hired a surveyor to conduct a deed search to ascertain the ownership history of the parcel, but there was no satisfactory outcome of the deed search. The impact of this issue to the Port is that it limits potential uses of the Wharf. Access from the adjacent right-of-way is needed to facilitate any projects which would require access from the land. At this time, the Port has taken no further action after the surveyor's report.

#### Deferred maintenance at the Umpqua River Wharf

The Umpqua River wharf facility has \$0.5 Million dollars of deferred maintenance required. The Port commissioned a structural assessment of the facility by Moffatt & Nichol, and found that overall the wharf is in fair to good condition and that there were no major defects observed. However, there are some local defects, primarily corrosion of steel and some preventative maintenance jacketing the remainder of the timber piles. The recommended repairs are suggested to be completed within the next 10 years, at a cost of approximately \$483,000. The remaining useful service life of the wharf is estimated to be 20-30 years with no maintenance and 30-50 years with ongoing maintenance and repair.

### **Demand Analysis**

An analysis of business trends affecting the Port's facilities and activities is included in earlier sections of this Plan called "Trends for Regional Key Industries, State & National Industries". This section provides an overview of those trends and resultant demands and opportunities for the Port. In Southwestern Oregon (including Douglas County, Curry County and Coos County), the Oregon Employment Department projects the largest growth industries between 2021 and 2031 will be Private Educational and Health Services,

Leisure and Hospitality, and Trade, Transportation and Utilities<sup>10</sup>. The weakest industries for growth are predicted to be Information and natural Resources and Mining. The Port Commission must continue to consider how to redefine the Port from its historic emphasis resource extraction (commercial fishing, forestry, and marine commerce) to diversify and meet the demands of emerging and growing industries.

### Trade, Transportation and Utilities

This industry sector is projected to grow by 8% in the by the year 2031 according to the Oregon Employment Department. This is likely primarily a recovery response to the COVID-19 recession in retail trade. The demand for transportation services is increasing as more people shop online and prefer product delivery. This is equivalent of 970 additional jobs in this industry within the Southwestern region. The Port could prepare to address this demand by promoting tourism and recreation and spur retail trade locally. Opportunities for transportation connectivity are promising for the Port with potential railroad connectivity and marine highway expansions.

### Leisure and Hospitality

Demand for tourism and recreation related services is rising in the Southwestern region and is expected to continue to rise. Overall, growth in this industry is expected to add the second-most jobs and increase the fastest. OED projects growth of 20% and an increase of 1,490 job openings in the leisure and hospitality sector in the Southwest region between 2019 and 2029. According to focus group interviews, the County-owned Winchester Bay RV Resort is one enterprise supporting the growing demand for recreation. The responses also indicated that riding dune-buggies is a popular activity for tourists.

### Workforce & Housing

It is estimated that Reedsport's population is 30.5% people 65 years and over<sup>11</sup>. For comparison, Roseburg, the biggest city within Douglas County, consists of 19.9% people aged 65 and over. Increasingly more of Reedsport's residents are aging out of the workforce, and additional housing is needed for those wishing to live and work in the area. The construction sector is predicted to add 420 jobs in the Southwestern region from 2021-2031 (OED). In conjunction with the rising number of retirees in the district, demand is expected to increase for related fields. Health Services and Private Educational Services

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<sup>10</sup> *Southwestern Oregon Jobs Projected to Increase 9% by 2031*, Oregon Department of Education, Brian Rooney, March 6, 2023.

<sup>11</sup> Demographic and Housing Estimates, DPO5 2021: ACS 5-Year Estimates Data Profiles: Sourced from <https://data.census.gov/table?q=DP05:+ACS+DEMOGRAPHIC+AND+HOUSING+ESTIMATES&q=160XX00US4161300,4163650>

is projected to be the fastest growing industry at 16% or 1,720 additional jobs in the Southwestern region. Other than providing and contributing to a healthy regional economy, the Port is not directly involved in the housing, healthcare, or retirement markets in the district.

### Professional and Business Services

Another industry expected to grow its job opportunities is Professional and Business Services. The OED projects 770 additional jobs, or a 13% change, in the 2021 through 2031 period. The Port may see an increase in demand for commercial spaces, such as the ones the Port currently rents out to independent businesses. This is another industry that will require additional housing if there is a desire to live and work in the Port area.

### Commercial Fishing & Forestry

The demand for commercial fishing and forestry related sectors is decreasing in the district and expected to remain flat or continue to decrease. OED predicts a decline of 4% and a decrease of 60 job openings in mining and logging in the Southwest Region between 2021 and 2031. The same survey predicts only a growth of 1%, or 20 additional jobs in the natural resources and mining industry as a whole. The Port is not providing moorage, wharf or transportation services to the existing commercial fishing industry.

## District Needs

Given the Port's mission of building financial strength and economic development, one of the primary needs for the district is flexibility in supporting a variety of industries. Many industries are projected to grow in the region at varying rates. As has been summarized in the analysis above, leisure and hospitality has been the fastest growing industry while natural resources and mining is projected to have the slowest growth. Demographic analysis of the district reveals a steadily increasing and aging population, with a lower-than-average percentage of residents in the workforce. The older and non-working residents may have available time and resources to pursue leisure activities, including recreational boating and fishing, and tourism. However, residents in the labor force, particularly families, need additional employment opportunities in the district. New potential types of businesses the Port could support include business incubator services, marine research, alternative energy generation, mitigation banks, and industrial property cleanup and redevelopment. The Port's assets, capacity, and resources can be used most effectively to pursue strategies to create jobs through promoting recreation and tourism, supporting expanding and emerging businesses, and collaborating with district entities.

## Other Opportunities

### Marine Reserves

The State of Oregon has designated a system of five marine reserves in its nearshore ocean waters that are dedicated to conservation and scientific research. In these sites extractive activities including fishing and ocean development are prohibited. The five designated marine reserves are Cape Falcon, Cascade Head, Otter Rock, Cape Perpetua, and Redfish Rocks. These sites were designated through a multi-year process that started in 2007, during which the Ocean Policy Advisory Council (OPAC) created a work plan for the marine reserves through the Oregon Department of Fish and Wildlife (ODFW) as required by House Bill 3013.

The work plan proposed another marine reserve site called Cape Arago-Seven Devils, which would have been located approximately 30 miles south of Reedsport. There was concern that the Port of Umpqua's commercial fishing fleet at Salmon Harbor would be impacted by the proposal. The Port Commission adopted Resolution No. 07-02 on November 20, 2007, opposing all marine reserves in Oregon coastal waters.

In the following years, the Port of Umpqua participated in a two-year review process led by The Oregon International Port of Coos Bay and the Port's Marine Reserve Recommendation Committee. The review efforts culminated in a vote on January 11, 2012, for the recommendation that no new marine reserve or marine protected area be established in the Territorial Sea from Bandon to Reedsport. The committee found that the options proposed at Cape Arago would have significant negative social and economic impacts and that the conversation should be revisited after the State of Oregon has



FIGURE 7. MAP OF OREGON'S FIVE DESIGNATED MARINE SITES.

SOURCE: ODFW 2022. MARINE RESERVES PROGRAM SYNTHESIS REPORT: 2009-2021. OREGON

completed its implementation, study, and reporting on the impacts of the five established sites listed above. However, in these discussions a consensus was not reached, and the dissenting representatives believed that a community consensus about a marine reserve designation could have been possible given proper access and a mechanism for discussion of socio-economic characterizations, ecological information, and technical data.

The Port remains resolute in its opposition to marine reserves in Oregon coastal waters and the Port's previous adoption of Resolution No. 07-02, in opposition, is still relevant.

### Federal Policies

Recent federal support for alternative energy has raised policy interest, and current exploration of offshore wind energy technology represents the most significant federal policy-related impacts and opportunities for the Port of Umpqua.

### Offshore Wind Energy

The Bureau of Ocean Energy Management (BOEM) has published a Call for Information and Nominations (Call) on April 27, 2022, to obtain public input on potential wind energy leasing activity within federal waters off the coast of Oregon. One such site is the Coos Bay Call Area, which begins 13.8 miles offshore and extends to 65 miles offshore. The area is about 67 miles in length and spans the entire coastal border of Douglas County. Although offshore wind energy may be one tool for sustainable alternative energy production and could provide more jobs in the area, the Commission has heard concerns from constituents about the lack of information on ecological impacts, interference with navigation equipment, and loss of commercial fishing grounds. A safe, navigable channel is essential for consideration of any future oceanic energy project. The Port is opposed to offshore wind energy. The Commission will continue to hear issues and be engaged with the Port of Umpqua community stakeholders as the BOEM Call continues.

## Risk Analysis

Arising from the situational analysis revealed numerous external and internal risks that create uncertainty and may pose particular challenges to the Port and its ability to meet its Mission and Vision. In particular, the Port's strengths and weaknesses have been enumerated through the SWOT session with the Board of Commissioners. Critical issues were also identified earlier in this Plan. The following risks pose the biggest threats to the Port's ability to achieve its Mission and Vision and may require directed intervention by the Board of Commissioners and Port staff to address:

- No legal access to critical Port property: To date, the Port has been unable to



resolve the legal access issue to one of its key properties – the property between the Umpqua River wharf and the right-of-way of Port Dock Road. The Port has hired a surveyor to research the ownership history to discern the ownership history of the parcel and propose a solution, but the surveyor was unable to determine the ownership history and thus the issue remains. The Port has not pursued this matter further, but this Plan should address new, directed efforts to address this issue and find a solution once and for all.

- **Deferred maintenance at Umpqua River Wharf:** The Port’s recent structural integrity report of the Umpqua River Wharf revealed \$0.5M in required maintenance and upgrades in order to achieve a useful service life of 30-50 years as opposed to 20-30 years with no maintenance.
- **Dredging:** While the Port has traditionally been very adept at annual dredging of the Umpqua River, the Port remains at the mercy of the ACOE and federal government for funding to conduct dredging operations. Dredging and maintaining the federal navigation channel in the Umpqua River is perhaps the Port’s sole most important priority.
- **Maintain relevancy:** As revealed through the SWOT analysis and stakeholder engagement, the Port is struggling to maintain an active presence and visibility in the community. The Port’s struggle to remain relevant in the community may be attributed to its lack of waterfront properties. However, recently the Port has made strides to make public meeting accessible to the public and community at-large by making all public meetings viewable online through the Port’s website. Further, there exist opportunities for partnerships with the Reedsport School District to grow the Port’s presence in the community.

## Chapter 6: Strategic Business Plan Goals, Objectives, and Action Plans

### A. Property

**Property Goal:** *Assure Port properties are developed and maintained to serve commerce, support economic opportunities and create jobs within the Port district.*



**A.1.1 Goal:** Ensure ongoing Umpqua River dredging and maintenance of the Pacific Ocean jetties to support local commerce on an ongoing basis.

**A.1.1 Policy:** The Port will be the lead agency to perpetually lobby for federal Energy and Water Appropriates for operations and maintenance of the Lower Umpqua River through dredging and jetty maintenance funding.

A.1.1 Action Plan	Priority	Timeframe
Perpetually seek funding for and complete annual, or more frequent, Umpqua River dredging.	1	Ongoing
Continue joint collaborative efforts with Salmon Harbor, Douglas County, City of Reedsport, and the Lower Umpqua Economic Development Forum, and others to ensure a unified approach in federal lobbying for ongoing dredging and jetty maintenance funding.	3	Ongoing

**A.1.2. Goal:** Develop and maintain a Port Capital Improvements Plan.

**A.1.2. Policy:** The Port will develop and maintain a Capital Improvements Plan that list projects and gives planning-level costs estimates for capital projects.

A.1.2 Action Plan	Priority	Timeframe
Develop a list of viable capital improvement projects for Port properties, assets, and partnership projects with other agencies and private property owners.	1	2023; Update as needed
Provide planning-level cost estimates for Capital Improvements Plan project list.	2	2023
The Port will review and amend the Capital Improvements Plan on an annual or bi-annual basis.	3	2023; Update as needed

## B. Management

**Management Goal:** *Pursue the Port's mission and values through successful management of its operations, partnerships, and physical resources.*

**B.1.1 Goal:** Develop and maintain a management plan to help the Port achieve its mission and vision through successful management of operations.

**B.1.1 Policy:** The Port will identify, pursue and support target businesses located on Port property.

B.1.1 Action Plan	Priority	Timeframe
Develop standard lease documents that encourage best use of Port property	1	2023 and then update annually, as needed

**B.1.2 Goal:** Enhance the existing ability of the professional staff and Port Board of Commissioners.

**B.1.2 Policy:** The Port of Umpqua will provide appropriate training opportunities to enable ongoing professional development of its staff and Commissioners.

B.1.2 Action Plan	Priority	Timeframe
Plan and budget for periodic training opportunities including those provided by the Special District Association of Oregon (SDAO) to allow the Port Commissioners and staff to gain knowledge relevant to their positions.	2	2023 and then update annually, as needed
Encourage commissioner and staff participation in professional organizations including the Pacific Northwest Waterways Association, Oregon Public Port Association, Southwest Area Commission on Transportation (SWACT) and Special District Association of Oregon (SDAO).	3	On-going

**B.1.3 Goal:** Integrate the Strategic Business Plan as a planning tool to help guide the Port.

**B.1.3 Policy:** The Port of Umpqua supports strategic planning to gauge progress toward successful management of resources, assets and financial needs.

B.1.3 Action Plan	Priority	Timeframe
Coordinate with local partners to quantify economic benefits of the Lower Umpqua federal shipping channel to assist in lobbying efforts for ongoing federal funding.	1	2023 and then update annually, as needed
Support marketing and redevelopment of the International Paper property via regional, national and international employer prospects to create jobs consistent with the Port's vision.	3	On-going
Maintain annual or biannual budgets and a strategic plan element update schedules.	2	Annually

**B.1.4. Goal:** Improve strategic government, constituent and private business relationships.

**B.1.4 Policy:** Port staff and commission members will strive to be visible leaders and will participate in inter-governmental forums related to target industry development.

B.1.4 Action Plan	Priority	Timeframe
Continue to work with state and federal agencies to support dredging and aids in navigation that enhance sport and commercial fisheries and their support industries.	2	2023 and then update annually, as needed
Continue to work with state and federal agencies to support jetty improvements that enhance sport and commercial fisheries and their support industries.	2	Annually
Seek to support and diversify the existing sport and commercial fisheries industry, including support facilities, boutique canneries, new markets, and acceptable forms of aquaculture.	2	On-going

## C. Financial

Financial Goal: *Enable the Port to meet its mission through financial stability.*

**C.1.1 Goal:** Maintain and enhance the Port's financial stability to ensure its ongoing ability to perform its current and long-term vision.

**C.1.1 Policy:** Improve accounting practices, reliable cash flows, seek additional income-generating activities.

C.1.1 Action Plan	Priority	Timeframe
Track business unit activity (marina, docks, property management, administration).	1	2023 and then update annually, as needed
Continue to comply with Generally Accepted Accounting Principles (GAAP) by maintaining current financial statements.	1	On-going
Identify and maintain reserve funds for depreciation and capital asset replacement.	2	On-going
Track standard financial ratios annually with past Port of Umpqua financials and comparable port districts in Oregon.	3	On-going
Evaluate assets and any capital improvement costs to determine where reliable new revenue may be generated.	1	On-going
Evaluate current debt and restructuring opportunities.	2	On-going

## D. Environmental

Environmental Goal: *Ensure environmental stewardship of land and water resources in developing and operating facilities under the Port's control.*

**D.1.1 Goal:** Partner with the cities of Reedsport and Elkton, the community of Scottsburg, Douglas County, the Smith River Watershed Council, the Partnership of the Umpqua Rivers, State and Federal Agencies, and stakeholders to meet environmental regulations for Port's existing operations and future developments.

**D.1.1 Policy:** The Port shall work to maintain statutory environmental compliance for all operations on its property.

D.1.1 Action Plan	Priority	Timeframe
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Work with local representatives to address issues and engage community input as needed for special projects.	1	2023 and then update annually, as needed
Share resources, funds, and opportunities toward common goals and projects, as appropriate.	2	On-going
Work with the Smith River Watershed Council, the Partnership for the Umpqua Rivers, and others to promote healthy watershed and river systems and recreational opportunities.	3	On-going
Participate in regulatory efforts to minimize impacts to fisheries, including Marine Reserves and wave energy research and development.	2	On-going

## F. Marketing and Communications

**Marketing Goal:** *Market the Port's services and assets including but not limited to the Port facilities at the Umpqua Spit, to local, regional, national and international prospects and partners to maximize job creation within the district.*

**F.1.1 Goal:** Market the Port District; its services, assets, opportunities, innovations and communities to local, regional, national and international prospects and partners.

**F.1.1 Policy:** The Port shall work to implement marketing materials that focus on Port district and local community assets, resources, job opportunities, and land availability.

F.1.1 Action Plan	Priority	Timeframe
Increase the Business Development Center and industrial park property visibility and access with improved signage and streetscape enhancements on OR 38 from the Central Oregon and Pacific Railroad (CORP) to Highway 101 in Reedsport.	1	2023 and then update annually, as needed
Partner with local entities, such as the Umpqua Discovery Center, Lower Umpqua Economic Development Forum, Salmon Harbor, Douglas County, cities of Reedsport and Elkton, community of Scottsburg, and Oregon State to promote employment and visitation.	3	On-going
Partner with District communities to ensure distinct market advantages, assets, opportunities and synergies are promoted via marketing efforts.	3	On-going

Assist the City of Reedsport in developing new “attractors” for visitors (rainbow plaza/large vehicle parking, boat launch improvements, etc.)	3	On-going
Create marketing materials (brochures, websites, etc) for three identified markets: 1). Local constituents; 2). tourism; and 3). International Paper site redevelopment.	2	Annually
Work with the Port of Coos Bay, Oregon Business Development Department, City of Reedsport and the Lower Umpqua Economic Development Forum to promote industrial development based in part on improved rail access provided by the reopening of the Coos Branch of the CORP railroad connecting the International Port of Coos Bay through Reedsport to Eugene and the US interior.	3	On-going

## Chapter 7: Capital Improvement Plan

Type	Project	Cost Estimate	Priority	Timeline	Potential Funding Sources / Partners
Marine	Purchase Hallmark Property.	\$100K	1	2023-2024	Port, Business Oregon
	Construct wharf and dock on Hallmark Property	\$4M	1	2025-2027	Port, Business Oregon
	Construct accessory buildings on Hallmark Property with individual work lanes	\$250K	1	2025-2027	Port, Business Oregon
	Purchase two hoists for Hallmark Property	\$100K/each	1	2025-2027	Port, Business Oregon
	Umpqua river dock maintenance and rehabilitation	\$0.5M	3		Port, Business Oregon
	Engineering and environmental studies necessary for permitting of Hallmark Property	\$500K	1	2024-2026	Port, Business Oregon
Commercial	Retrofit annex space with commercial kitchen		2	2026-2028	Port, Business Oregon
	Upgrade lighting and sound system in Annex		2	2026-2028	Port, Business Oregon
	Purchase commercial kitchen equipment upgrades		2	2026-2028	Port, Business Oregon
	Pacific Dream commercial dock upgrades and additions		3	2026-2028	Port
On-going	Umpqua river dredging. continue to seek federal funding for annual dredging operations.	\$1.2M/yr.	1	On-going	Port, USACE
	Continue to support new opportunities for industrial development on International Paper property.			On-going	Port, Business Oregon, Douglas County, City of Reedsport
Notes: Cost estimates are in 2023 dollars.					

## Appendix

### A. Port Property Inventory

<i>Property</i>	<i>Map and Tax Lot</i>	<i>Description</i>	<i>Total RMV (Real Market Value \$)</i>	<i>Total Assessed Value \$</i>	<i>Acres</i>
#1	211235CB00100	West Railroad Ave Adjacent to Railway	550.00	0.00	0.22
#2	211235BC00300	Water Body	338.00	0.00	2.25
#3	211235BC00398	Water Body/Shoreland	65.00	0.00	0.43
#4	21123500500	Water Body/Shoreland	13,775.00	0.00	5.51
#5	211235BC00104	Water Body/Shoreland	2,733.00	0.00	0.76
#6	211235BC00201	Water Body/Shoreland	212.00	0.00	1.41
#7	211235BC00103	Tyree Oil	289,902.00	289,902.00	1.18
#8	211235BC00300	Water Body	41.00	0.00	0.27
#9	21122100300	Water Body	35,000.00	0.00	49.20
#10	21120000100	Tide Lands	282,160.00	0.00	564.32
#11	21122200800	Tide Lands	96,500.00	0.00	193.0
#12	21122700400	Tide Lands	42,405.00	0.00	84.81
#13	21122100200	Steamboat Island	15,000.00	0.00	21.80
#14	221203BA01400	Port Offices	52,375.00	0.00	0.19
#15	221203BA02000	Port Offices	394,558.00	0.00	0.10
#16	221203BA01900	Port Offices	114,445.00	0.00	0.23
#17	221207BA01200	Dock	56,855.00	50,181.00	0.03
#18	221207BA01200	Dock	51,750.00	16,859.00	0.04
Total:			\$1,448,664.00	\$356,942	925.75

### B. Memoranda to Board





**TO:** Port of Umpqua Board of Commissioners  
**FROM:** Lane Council of Governments  
**DATE:** January 4, 2023  
**SUBJECT:** Project Update to Strategic Business Plan – Board Engagement Memo #1

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This memo is to provide an update to the Port of Umpqua Board of Commissioners on the status of the Port's Strategic Business Plan (SBP) including a summary of the October site visit to the Port's main office and outlying properties, an overview of the State Oregon Revised Statutes (ORS) and Oregon Administrative Rules (OAR) regarding the requirements for Ports related to Strategic Business Plans and seeks the Board's response to a few questions posed.

### **Background of Project**

LCOG was first approached by the Special Districts Association of Oregon (SDAO) in the fall of 2021 about assisting the Port in updating its SBP. The Port's current plan covers a planning period of 2011-2015. The Port Commissioners and Port Manager recognized the crucial importance of a current SBP and sought guidance from SDAO. After several months of discussions on the updates required, scope of work and timeline, LCOG and the Port entered into an Intergovernmental Agreement, and scope of work (SOW), in October 2022.

LCOG communicated to the Port that they could dedicate staff time and resources to the project for an October 2022 kick-off of the project. The project kicked off with an October 7, 2022, site visit by LCOG staff.

### **Regulatory Framework**

Strategic planning is a valuable exercise for organizations of all kinds. Strategic planning provides an opportunity for stakeholders, staff and leadership to establish goals, prioritize initiatives and more deliberately allocate limited resources. These plans allow an organization to be proactive rather than reactive. More specifically, a port's strategic business plan further defines port needs (e.g. infrastructure, equipment, administrative, regulatory, governance, etc.), the relationship to state interests, and possible markets for pursuit, so that the state's overarching port system best serves Oregonians.

The year 2020 marked the 10th anniversary of strategic business plans as a requirement of the law (ORS Chapter 285A, see [ORS285A.660<sup>1</sup>](#)) and as an accepted best practice for Oregon's public ports. In 2010, in synch with the newly enacted state statute, Business Oregon adopted the [New Strategic Business Plan for Oregon's Statewide Port System<sup>2</sup>](#) to support the development of individual port plans. This included a template for Port specific SBPs. This document is available on [Business Oregon's website<sup>3</sup>](#) and still serves as the outline ports use to update an existing strategic plan.

The standards and requirements for port SBPs are further detailed in Oregon Administrator Rules under [OAR Chapter 123, Division 25<sup>4</sup>](#).

Business Oregon's Ports Planning and Marketing Fund (PPMF) has historically provided grant funding to ports as they initially established their SBP and performed subsequent updates. The Port of Umpqua has been awarded funds from Business Oregon's PPMF.

The Port's update must include a public process, which could include public comment at commission meetings, regional newspaper advertisement or stakeholder survey, for example. Many ports choose to hire a consultant to assist in the drafting of their SBP (in this case LCOG). Business Oregon staff are available to provide technical assistance. Once the plan is developed, it will be submitted to Business Oregon for review and consideration of approval. Once the agency approves the update, an IGA between the Port of Umpqua and the agency is executed, ensuring there is mutual understanding of the Port's vision and a clear path for implementation.

### **Business Oregon Strategic Plan Funding**

As noted above, Business Oregon has a funding program that provides grant funds to Ports for the completion of Strategic Business Plans. The Port has applied for an award through the PPMF program to perform the updates to its SBP. On August 22, 2022, the Port was awarded a grant (Project Number 521894) in the amount of \$28,875 to cover the majority of the cost of the required Plan update was granted.

Grants from PPMF are capped at \$50,000 or 75 percent of the total cost of the project, whichever is less. A 25 percent local cash match is required for all projects. The Port of Umpqua is projecting the total project costs to be \$38,500, therefore the local match is projected to be \$9,625. This amount is covered in the Port's current budget. LCOG has completed work to this point on a contract directly with the Port of Umpqua.

### **Objective Updates to the Plan**

LCOG staff have attended a site visit with the Port District Manager Scott Kent and Assistant Secretary Deborah Yates on October 7, 2022. To summarize what was learned on the site visit LCOG staff have documented the tour for reference (Attachment 1).

LCOG staff have also made earnest progress in updating the Plan to reflect current conditions. The focus to date has been on implementing comments from the Port Manager as well as updating objective information in the following sections of the report:

- I. Introduction (Strategic Plan Purpose & Mission)
- II. History, Existing Conditions & Trends

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<sup>1</sup> [https://www.oregonlegislature.gov/bills\\_laws/ors/ors285A.html](https://www.oregonlegislature.gov/bills_laws/ors/ors285A.html)

<sup>2</sup> [www.oregon4biz.com/assets/docs/IFA/2010PortPlan.pdf](http://www.oregon4biz.com/assets/docs/IFA/2010PortPlan.pdf)

<sup>3</sup> <https://www.oregon4biz.com/>

<sup>4</sup> <https://secure.sos.state.or.us/oard/displayDivisionRules.action?selectedDivision=162>

- IV. Policy Context.

To update the narrative and associated tables and figures, LCOG staff have been referencing the most current data available from the U.S. Census, state regulations, relevant local and regional plans, and materials provided by the Port, including FY2018 through FY2023 Audited Financial Reports, comments & input from the Port Manager, and property records.

### **Next Steps**

LCOG staff will carry on with the objective updates to the Plan and continue to communicate with the Port Manager on next steps. LCOG will begin to pursue important next steps related to more subjective plan updates. For example, LCOG is scoped to conduct a Strengths, Weakness, Threats, and Opportunities (SWOT) assessment session with the Port Commissioners in 2023 (likely springtime). Additionally, LCOG will begin to formulate the stakeholder engagement strategy in wintertime 2023. Stakeholder outreach and engagement is a critical portion of the strategic planning process.

What we're asking of Port Commissioners right now is to start formulating who the stakeholders of the Port are. A stakeholder can generally be described as a group, organization or entity that is impacted by a decision made by the Port. A stakeholder group, relevant to the Port, could be, but not limited to, community members, commercial fisherman/local fishing industry, governmental agencies (such as Douglas County), and economic interests.

We would also like to take this opportunity to hear directly from the Port Commissioners on what they hope to realize as outcomes of the new SBP (and the planning process itself). During the Port's January meeting, we hope the Port Commission can discuss, as a group, what outcomes the Port would like to see from the Plan and what a successful update to the SBP might look like from the Port's perspective?

In summary, at the conclusion of the Port's January meeting, LCOG is respectfully requesting the following:

- A preliminary list of potential stakeholders of the Port. To the extent you can, please provide contact information for the stakeholders identified. Ultimately, LCOG will be personally reaching out to each stakeholder identified for their participation in the update of the SBP.
- Answers to the following questions:
  - What would the Port like to see from the updated SBP?
  - What does a successful update to the Port's SBP look like?
  - Any other comments or feedback the Port and Commissioners may have.

### **Attachments**

Attachment 1: Summary of October 7 Site Visit



**TO:** Port of Umpqua Board of Commissioners  
**FROM:** Lane Council of Governments  
**DATE:** February 15, 2023  
**SUBJECT:** Memo #2 - Port of Umpqua Strategic Business Plan Update  
Proposed Stakeholder Engagement Strategy

---

This memo presents a draft stakeholder engagement strategy for consideration by Port of Umpqua Board of Commissioners as part of the Strategic Business Plan update.

### **Background of Project**

The Port of Umpqua reached out to Lane Council of Governments (LCOG) to assist in updating its Strategic Business Plan. LCOG has worked closely with Port staff on numerous “objective” updates to the Plan, including elements like inventories, demographics, and financial statements. These involved adjustments to narrative, charts, and figures based on current best available data, including U.S. Census and Oregon Employment data, which is assumed to benefit little from subjective discussion and feedback.

At the Board meeting on January 18, 2023, LCOG staff presented Memo #1 which introduced the project, the regulatory requirements, and laid out a series of next steps. The next steps are geared towards kicking off the subjective updates to the plan, specifically, the stakeholder engagement portion of the update to the Port’s SBP. Following the Board meeting, Port staff provided LCOG staff with a list of preliminary stakeholder points of contact. LCOG staff used this list to prepare a draft stakeholder engagement strategy to present to the Board at its February meeting.

### **Proposed Stakeholder Engagement Strategy**

LCOG is proposing to primarily engage with stakeholders through a combination of focus groups, personal interviews, and a survey. If a certain stakeholder group has multiple stakeholders, a focus group would be appropriate. If a certain stakeholder group has one stakeholder, a personal interview may be more appropriate. LCOG envisions all stakeholders (as well as the general public) having the ability to participate in the online survey at a minimum. LCOG recommends a link to the survey be advertised and posted on the Port’s website for the general public to access. In addition, if the Port has any form of social media accounts, a link to the survey should be circulated through those. The details of the stakeholder engagement strategy are summarized below by engagement type.

## 1. REGIONAL NEWSPAPER ADVERTISEMENT

<b>Benefits</b>	Opportunity to introduce the project to the public and ask for feedback; potential to identify new stakeholders; opportunity to reach untraditional stakeholders; opportunity to reach general public.
<b>Format</b>	Advertisement in a newspaper of general circulation in the region.
<b>Timeframe</b>	Run ad twice a week for two weeks in late March to early April
<b>Target Number</b>	2x week for two successive weeks
<b>Target Audience</b>	General public
<b>Key Considerations</b>	Advertising costs; writing the advertisement; which newspaper to select that serves the wider region.

## 2. INDIVIDUAL INTERVIEWS WITH PORT STAKEHOLDERS

<b>Benefits</b>	Gain insight into what stake individuals and entities have in the Port and what each stakeholder believes to be the Port's strengths, weaknesses, opportunities, and threats (SWOT); opportunity to review existing goals and actions; opportunity for in-depth conversation with key individuals
<b>Format</b>	Remote 1-hour interview with up to 10 questions hosted by LCOG
<b>Timeframe</b>	Late March – early April; and then early May
<b>Target Number</b>	10-15 interviews
<b>Target Individuals</b>	City of Reedsport Representatives (Mayor and City Manager) ODOT Representative Coast Guard City of Elkton Mayor Douglas County Representatives (Commissioner and County Administrator) Port of Umpqua Commissioners & District Manager Other Active Community Members or Business Leaders
<b>Key Considerations</b>	Questions developed by LCOG with assistance of the Port Commissioners to select additional interviewees if desired. Opportunity to ask more specific questions about objectives, policies, and priorities in addition to SWOT

### 3. FOCUS GROUPS

<b>Benefits</b>	Discuss opportunities for the Port from the perspective of key interest groups; gather broader feedback from a cross-section of individuals and groups with a stake in the Port
<b>Format</b>	Remote 1.5-hour meeting with up to 10 questions hosted by LCOG
<b>Timeframe</b>	Late March – early April; and then early May
<b>Target Number</b>	5 focus group discussions with 6-10 people in each
<b>Target Groups</b>	Community & Public Services Economic Development Commercial Fleets/Fishermen Groups Environmental Interests Local Business Owners
<b>Key Considerations</b>	Questions developed by LCOG with comments from the Port staff and Board Focus groups chosen by LCOG and reviewed by the Port staff and Board Individuals may be identified by Port staff and Board or selected by LCOG Opportunity to ask more specific questions about objectives, policies, and priorities in addition to SWOT

### 4. SURVEY

<b>Benefits</b>	Gather feedback from a broader target audience; economy of scale – efficient/cost-effective way to reach more people
<b>Format</b>	Online survey (e.g. SurveyMonkey) with up to 10 questions; Link emailed to participants; and distributed via Port social media accounts.
<b>Timeframe</b>	April-May (likely keep survey open for 30-days or more)
<b>Target Number</b>	Distribute 25-50
<b>Target Audience</b>	Any port users, business owners, government entities, or members of the public who were not targeted for individual interviews or focus groups (or who were unable to participate on that level)
<b>Key Considerations</b>	Questions developed with assistance of Port staff and Board LCOG will need assistance from Port staff and Board gathering contact information, where possible

### Key Documents

Your feedback by Wednesday, March 1 at 5pm, on this proposed stakeholder engagement strategy is critical to the next stage in this process. Attached to this memo is Exhibit A, which outlines draft outreach questions. Exhibit B is the updated stakeholder list.

**Exhibit A: Draft Interview, Focus Group, and Survey Questions** – LCOG has developed a draft list of potential interviews, focus group, and survey questions. Note that interview and focus group questions will be largely the same and can be tailored to address specific groups. Survey questions will be more broadly focused on SWOT.

**Exhibit B: Draft Stakeholder List** – The Port has provided an initial stakeholder list while LCOG has brainstormed several additional potential stakeholders to add in order to bolster representation for several focus groups.



**TO:** Port of Umpqua Board of Commissioners

**FROM:** Lane Council of Governments

**DATE:** May 10, 2023

**SUBJECT:** Memo #3 – Strengths, Weaknesses, Opportunities and Threats (SWOT) Strategic Planning Exercise

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This memo is intended to provide the Board of Commissioners with a sense of how the SWOT exercise will be conducted and to prepare the Board for the exercise.

### **Strengths, Weaknesses, Opportunities & Threats (SWOT)**

**What are Strengths and Weaknesses?** Strengths and Weaknesses are generally existing internal dynamics such as the properties it owns, or its policies). Strengths and weaknesses contemplate what is working in the Port's favor and what could be improved.

**What are Opportunities and Threats?** Opportunities and Threats are external dynamics the Port cannot necessarily control but can, or should, prepare for (such as changes in laws, environmental regulations, funding sources, economic conditions, natural events, or technologies).

### **Mission & Vision**

**What is a Mission Statement?** A Mission Statement is a definition of what an entity does, who it serves, its objectives, and its approach to reaching those objectives.

**Port's Current Mission:** *The Port of Umpqua exists to maximize employment opportunities within its district through:*

- highest and best use of financial tools and assets;
- increased operating revenue sources;
- economic development to retain existing and create new jobs; and

- protection and enhancement of the unique quality of place and life for our citizens.

**What is a Vision Statement?** A Vision Statement is a description of the desired future state of the organization. An effective vision inspires the team, showing them how success will look and feel.

**Port's Current Vision:** The Port of Umpqua maintains and creates strategic partnerships to maximize business opportunities, useful facilities, and a quality working environment within its district.

### **The Exercise**

We want to hear the Board's impressions about how the Port is doing in meeting its Mission and Vision. We're going to do that by performing a SWOT analysis. We want to hear what is working well with the Port, what is not, what challenges the Port faces in the next decade, and opportunities that might arise. The Mission and Vision Statements provide some established measures for the SWOT but we remain open to all relevant aspects of the Port's operations within the context of this exercise. Current or future projects should be considered in the discussion. Plan updates could include adding projects or initiatives to the Port's Capital Improvement Plan. For an organization to achieve its stated Mission and Vision, projects or initiatives will have to be implemented.

LCOG staff will facilitate the exercise. Participation from Board members is crucial to a successful SWOT exercise.

For each of the four SWOT topics we will:

1. Brainstorm/list (Board members will take turns sharing observations)
2. Consolidate (Merge highly aligned feedback)
3. Clarify (Make sure we have captured the feedback accurately)
4. Prioritize (Ask the Board to collectively identify "key observations," if possible)
5. Summarize

### **Idea Primers**

The following page contains SWOT "idea primers." These are intended to jump start the conversation or help the Board if they get stuck on a particular topic.



**Strengths:**

- What is going well with the Port of Umpqua?
- What has the Port accomplished in the past 10 years to further its Mission or Vision?
- In what ways is the Port of Umpqua strong relative to other Oregon ports?
- In what ways has the Port of Umpqua protected and enhanced the unique quality of place and life for its citizens?
- In what ways has the Port of Umpqua increased operating revenue sources?
- What is it about the Port of Umpqua that draws people here?
- What are the natural advantages that bring strength to the Port of Umpqua?
- What are the political or social dynamics that bring strength to the Port of Umpqua?
- In what ways has the Port of Umpqua created a quality working environment

**Weaknesses:**

- What about the Port of Umpqua could be improved?
- In what ways could the Port of Umpqua benefit from the example of other Oregon ports?
- What are some of the Port's natural disadvantages?
- What are the internal political social dynamics that impact the Port's ability to accomplish its Mission?
- What are ways that the Port of Umpqua could better address own needs?
- In what ways can the Port achieve better use of financial tools and assets?
- In what ways can the Port better retain existing or create new jobs?
- In what ways can the Port better increase its operating revenue sources?

**Opportunities:**

- What opportunities do regional and national trends (markets, demographic, economic climate, commerce, etc.) present for the Port of Umpqua?
- What is something that is not being taken full advantage of?
- In what ways is the Port of Umpqua prepared for its future?
- What opportunities exist to increase operating revenue sources?
- What opportunities, in the community and south coast, exist to maximize business or organization partnerships or collaborations?
- What opportunities exist or can be identified that aid in furthering the quality of life and place for residents of the Port district?

**Threats:**

- What threats/obstacles do regional and national trends present for the Port of Umpqua?
- What do you see as an existing or impending obstacle that is not being addressed?
- In what ways is the Port of Umpqua unprepared for its future?

Memo 4  
June 8, 2023  
Port of Umpqua Stakeholder Engagement Report



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## Introduction

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The State of Oregon requires all Oregon ports to adopt and maintain Strategic Business Plans to help understand port needs, define the relationship to state interests, and establish possible markets for pursuit, so that the state's overarching port system best serves Oregonians. The Port of Umpqua received a grant from Business Oregon to update its 2011 Strategic Business Plan and has hired Lane Council of Governments (LCOG) to facilitate the update, including a stakeholder engagement strategy to help inform the development of the Plan.

Stakeholder engagement is a best practice in strategic planning and Business Oregon expects grantees to incorporate a public process into Plan updates. Stakeholders include individuals or groups directly or indirectly impacted by decisions or activities of the Port. The Port of Umpqua's stakeholder engagement strategy included an internal SWOT analysis with the Board of Commissioners and a public process to gather feedback from individuals, key interest groups, and the general public via interviews, focus groups, and a community survey.

This report summarizes the findings from these engagement strategies for the purpose of informing Strategic Business Plan goals, objectives, and actions.

# SWOT Analysis

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## Overview

A SWOT Analysis is a strategic planning framework that helps organizations to assess what is working well and what needs improvement. SWOT stands for Strengths, Weaknesses, Opportunities, and Threats, and a SWOT Analysis is a technique to evaluate these four themes. Strengths and Weaknesses are things that are internal, or things over which the Port exerts some control, such as Port procedures, facilities, and internal operations. Opportunities and Threats are external things over which the Port does not exert control, but which may affect the Port positively or negatively, such as market conditions. A SWOT Analysis is a key component of the Plan. The Port of Umpqua's 2011 Plan included a SWOT Analysis, which must be updated to reflect current conditions.

On Wednesday, May 17, 2023, LCOG facilitated a SWOT Analysis with the Port of Umpqua Commissioners prior to the commencement of a regularly scheduled public meeting. Results from the SWOT Analysis are below. A representative from Business Oregon's Port Planning and Marketing Fund was in attendance.

### **For each of the four SWOT topics we went through the following process:**

1. *Brainstorm/List*
2. *Consolidate*
3. *Clarify*
4. *Prioritize*
5. *Summarize*

The following ideas were shared with the group to help them better consider potential SWOT feedback they may wish to share.

### **Strengths:**

- What is going well with the Port of Umpqua?
- What has the Port accomplished in the past 10 years to further its Mission or Vision?
- In what ways is the Port of Umpqua stronger than other Oregon ports?
- In what ways has the Port of Umpqua protected and enhanced the unique quality of place and life for its citizens?
- In what ways has the Port of Umpqua increased operating revenue sources?
- What is it about the Port of Umpqua that draws people here?
- What are the natural advantages that bring strength to the Port of Umpqua?

- What are the political or social dynamics that bring strength to the Port of Umpqua?
- In what ways has the Port of Umpqua created a quality working environment within its district?
- In what ways is the Port of Umpqua strong at addressing its own needs?

#### **Weaknesses:**

- What is not going well with the Port of Umpqua/What could be improved?
- In what ways is the Port of Umpqua weaker than other Oregon ports?
- What is it about the Port of Umpqua that may fail to attract?
- What are the natural disadvantages that weaken the Port of Umpqua?
- What are the internal political or social dynamics that bring weaknesses to the Port of Umpqua?
- In what ways is the Port of Umpqua weak at addressing its own needs?
- In what ways has the Port of Umpqua failed to use the highest and best use of financial tools and assets?
- In what ways has the Port of Umpqua failed to retain existing or create new jobs?
- In what ways has the Port of Umpqua failed to increase its operating revenue sources?

#### **Opportunities:**

- What opportunities do regional and national trends (markets, demographic, economic climate, commerce, etc.) present for the Port of Umpqua?
- What is something that is not being taken advantage of?
- What are the external political or social dynamics that could bring strength to the Port of Umpqua?
- In what ways is the Port of Umpqua prepared for its future?
- What opportunities exist to increase operating revenue sources?
- What opportunities, in the community and south coast, exist to maximize business or organization partnerships or collaborations?
- What opportunities exist or can be identified that aid in furthering the quality of life and place for residents of the Port district?

#### **Threats:**

- What threats/obstacles do regional and national trends present for the Port of Umpqua?
- What do you see as an obstacle that is not being addressed?
- What are the external political or social dynamics that bring weakness to the Port of Umpqua?
- In what ways in the Port of Umpqua unprepared for its future?

- What do you see as threats facing the Port of Umpqua – present and future?
- What do you see as threats to the Port of Umpqua being able to fulfill its Mission and/or Vision?

## SUMMARY OF RESULTS

STRENGTHS	WEAKNESSES
<p>Financial status.</p> <p>Strong budget and successful audits</p> <p>Experience of Board Members</p> <p>Longevity of Port Staff and Leadership</p> <p>Success of Business Development Center at obtaining and maintain lessees</p> <p>Army Corps of Engineers (ACOE) support for annual dredging of Umpqua river, spit and harbor</p> <p>Congressional support for annual funding for dredging operations.</p> <p>Douglas County's investment in Salmon Harbor resources as a tourist destination (dollars in Port district)</p>	<p>Port is invisible to the public. Port offices are invisible. Public is not engaged with the Port and their operations.</p> <p>Douglas County has turned the Port into a “recreational” Port now. County owns most of the waterfront properties in Winchester Bay and Salmon Harbor. The Port has taken a backseat to the County.</p> <p>No Port Marina. The IGA between the Port and Salmon Harbor no longer exists. Port has no voice in what goes on at Salmon Harbor.</p> <p>Deferred maintenance of \$0.5M at the Umpqua River Wharf.</p> <p>Port is reliant upon the ACOE and Congressional funding for annual dredging operations.</p> <p>Port is unaware of how other Oregon Port operate.</p>
OPPORTUNITIES	THREATS
<p>Site visit to other Oregon Ports</p> <p>Expand the Annex building to include a commercial kitchen for events.</p> <p>Business incubator of Business Development Center can be improved. Increased opportunities for new business to locate there.</p> <p>Capture spill-over from growth and expansion of Port of Coos Bay. What's beneficial for the district is beneficial to the Port.</p> <p>Due to strong financial position, Port has ability to invest in new ventures and properties.</p> <p>Opportunity to regain access to waterfront Wharf for waterfront vessels, in partnership with Fred Wahl Marina.</p> <p>Engage local youth at area schools,</p>	<p>Lack of interest in youth to work or learn about Port operations as a career or business</p> <p>Complacency leads to missed opportunities</p> <p>ATV laws. If Oregon bans ATVs on state owned lands, major blow to tourism business on south coast</p> <p>Loss of dunes land. Decreasing access.</p> <p>Multiple levels of jurisdictions.</p> <p>County only funds recreational campgrounds and neglects infrastructure and fishing resources (loss of moorage).</p> <p>County is a threat to commercial fishing, but conducive to recreational uses.</p> <p>Loss of ability to reside permanently on a boat</p> <p>Lack of communication between Port and County</p>

<p>Become proactive and regain lost momentum.</p> <p>Opportunity to improve communication with Douglas County – improve relationship.</p>	<p>Overuse of scenic and recreation areas leads to degradation and loss of public enjoyment</p>
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## SUMMARY OF KEY TAKEAWAYS FROM SWOT EXERCISE

### ➤ **Strengths**

- Port is in a strong financial situation and has little to no debts.
- Port has strong Port Manager leadership and is able to leverage on the experience and expertise of a diverse group of Board Commissioners.
- The Port has generally been successful in annual dredging of the Channel, with the assistance of the ACOE.

### ➤ **Weaknesses**

- Port is invisible to the public.
- Public is not engaged with the Port or its operations; public does not show up to Port meetings.
- Port lacks waterfront properties and operations, calling into question if it's still a waterfront port.
- Port is generally unaware of how other ports in Oregon operate and conduct business.

### ➤ **Opportunities**

- Site visits with other Oregon ports.
- Opportunity to capitalize on expected growth of adjacent Port of Coos Bay
- Due to strong financial situation, Port is in a position to put significant funding towards property acquisition and capital improvements.
- Opportunity to engage with local youth through partnerships between the Port and the Reedsport School District.

### ➤ **Threats**

- Lack of interest in youth to learn about Port-related operations and potential occupations.
- Divestment in Port waterfront properties in Salmon Harbor/Winchester Bay area to Douglas County and private entities.
- Complacency has led to missed opportunities.

# Stakeholder Outreach

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## Overview

The Port of Umpqua Commissioners directed LCOG to develop an engagement strategy to gather feedback from stakeholders that included focus group discussions with local interest groups, one-on-one interviews with key stakeholders, and an online community survey distributed more widely in the community. With direction and input from Port staff and Commissioners, LCOG developed a list of stakeholders and engagement questions. LCOG conducted outreach through March and May 2023 that included:

- Three focus group discussions with the following interest groups:
  - Community and Public Service
  - Commercial Fishing Groups
  - Economic Interests
- Engaged with six individuals as part of the focus group outreach
- One one-on-one interview with City of Reedsport leadership
- 14 online survey responses through SurveyMonkey
- Newspaper advertisement published and distributed in *The World* newspaper.

## KEY TAKEAWAYS

Key takeaways from all focus group discussions, in-depth interviews, and survey responses are summarized below. It is important to note that these responses reflect the opinions of a few members of the Reedsport community. Focus Group participants and interviewees were selected for their topic-level expertise, while the survey was distributed more widely to gather input from a broader cross-section of community members and perspectives. Themes drawn from the opinions shared through this outreach may not be shared by all Port stakeholders.



# Focus Group Discussion Summary

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Outreach Method	Name and Affiliation
Community and Public Service Focus Group	Derek Tonn, Southwest Oregon Community College Jon Zwemke, Reedsport School District, Deanna Schafer, Reedsport City Manager
Economic Interests Focus Group	Robb Crocker, Community Developer Mike Wahl, Fred Wahl Marina
Commercial Fleets/Fisherman Focus Group	Patrick Roelle, Commercial Fisherman Ed Balfour, Commercial Fisherman

LCOG conducted three focus groups with local community and governmental figures, commercial fishing groups, and economic interest groups. A summary of each focus group discussion is below.

## Community & Public Service

### **Q - What do you see as the primary role of the Port of Umpqua?**

- Port as main economic driver in the community
  - Commercial fishing and supporting commercial fishing industry
  - Dredging
- **Key takeaway:** The community sees the main role of the Port as the economic driver in the south coast region. The Port's main mission must continue to be economic development that supports the local economy, especially fisherman and maintaining the Federal Navigation Channel.

### **Q- What do you think are the Port's strengths?**

- Being on the Umpqua river and close to Florence
- Port Manager is a good presence in the community
- Ability to get dredging completed
- Location
- Strategic location on the Umpqua river and proximity to Interstate 5 and Highway 38
- Fishing tourism
- Relationship with Fred Wahl Marina and ability to use Fred Wahl Marina as a resource

- **Key takeaway:** Port is in a prime location on the Oregon south coast. The adjacent business activity happening in Winchester Bay is great exposure for the Port, but the Port no longer owns much, if any, of those properties, which is now seen as a threat to the Port's mission.

**Q- What do you think could be improved?**

- Depth of Channel is always an issue
  - Inability to dredge limits the types and sizes of vessels that can call on the Port
  - Need properties on the water; if the Port has no waterfront properties, then they don't have an actual Port
  - Port's divestment in so many properties; given up control to other entities
  - Initiative to purchase and improve properties.
  - Promotion of industrial jobs.
  - Market Steamboat Island more as a state wetland mitigation site.
- **Key takeaway:** Depth of Channel is an issue if not properly maintained; shallow Channel limits the types of vessels that can call on the Port. Divestment in Port properties along the waterfront are a major threat to the Port's mission. If a Port doesn't have any waterfront properties involving Port operations, they don't have an actual Port and it affects their operations. No Port side real-estate properties takes the Port out of some markets.

**Q- What do you see as the Port's main challenges to achieving those improvements?**

- Perhaps a partnership with Oregon Marine Institute in Charleston, similar to how Oregon State University partners with the Elliot Forest
  - Explore opportunities for greater relationship and partnership with Oregon Marine Institute.
  - Small tax base.
  - Inability to be more proactive.
- **Key takeaway:** There are some possibilities for partnerships with state Universities and the Oregon Marine Institute in Charleston. Similar to how Elliot Forest partner with Oregon State University, there could be opportunities for the Port to partner with educational institutions that are pushing out into the Pacific Ocean exploring farming opportunities and using the Port for its access and as a resource. The Oregon Marine Institute Charleston and Port could form a working relationship with respect to Marine Science and research.

**Q- What opportunities should the Port explore? What are the top 3 projects or initiatives that the Port should prioritize?**

- Ork Rock Road acre of land – market and improve.
- Seek funding for dredging of Gardiner properties.
- Get access easement resolved. Port should have been more on top of this.
- Visit other Oregon ports.

**Q- Should any initiatives or projects not be pursued?**

- Reedsport community needs to re-identify themselves – get out of the mill-town mentality.
  - Port needs to have an identity. What will the Port's identity be?
  - Fill in gaps that are not being filled in other coastal communities and Ports.
  - Marine Highway is a dead project.
  - Community crab boils at Winchester Bay
  - A place for pop-up business to support recreation of tourists
  - Port needs to identify something unique that it has and no other Port does.
  - Stop selling properties. Port should not be selling its properties; there is no Port.
- **Key takeaway:** Port needs an identity. What will the Port be known for 20 years from now? There could be opportunities for the Port to partner with the City of Reedsport on a rebranding of identity. Port needs something unique that sets it apart from other Port. Port needs to reinforce that identity.

**Q- Are there certain Port-related goods or services that you think are missing in the Reedsport area today?**

- Crab fisheries.
  - Restaurant in Winchester Bay that focuses on consuming what you're catching (keep seafood products local to Reedsport area
  - Work on keeping locally caught product local. Consume what you're catching.
  - Little stores in Winchester Bay are trying to keep up with fishing and tourism demand. Do they have the full scale of what needs to be there?
  - Port should be encouraging to keep recreational opportunities alive and well
- **Key takeaway:** An opportunity to focus more on keeping the crab and fish and other seafood that is caught locally to keep it locally.

This could perhaps be a niche market for marketing to advertise that what's aught locally is kept locally and can be enjoyed by residents and visitors that same day. This is a form of economic development and marketing that could positively impact local businesses and fisherman involved in the seafood trade.

**Q-In the next 10-20 years, what do you see as the future of the Port? What is your vision or hope for the Port?**

- Advertise rental space on website
  - Serve as an incubator for business start-ups
  - Developing new and refreshed facilities
  - Facilities that are not being used, use as business incubators.
  - Blue-collar jobs specific to fisheries
  - Port taking a more active role in starting businesses
  - Put Port-owned properties to good use
  - Port should be ready to capitalize on Port of Coos Bay expansion and capture spill-over activity and fill needs that Port of Coos Bay can no longer fill.
  - Seek funding for railway improvements. Improvements to rail system will benefit the entire south coast region.
  - Off-shore wind farm. State of Oregon seeking to promote off-shore wind farm ventures.
  - Marine Highway project. How could the Port benefit from that? There are many known challenges with the Marine Highway project.
  - Recreational golfing – tourism
  - Partnership with Oregon State University on marine science projects or ventures.
  - Pay attention to what is happening at Port of Coos Bay
  - Get out of the mindset that there's nothing the Port can do.
  - Don't continue doing the same things.
- **Key takeaways:** Port should keep a close eye on what happens at the Port of Coos Bay. The Port of Coos Bay is expected to expand and garner a significant portion of increased export and import activity along the west coast of the United States and across the Pacific Ocean. The Port of Umpqua has an opportunity to siphon some of this increased activity at the Port of Coos to benefit the Port of Umpqua. As the Port of Coos Bay transitions into a larger, and more congested, industrial port the vessels that previously called on the Port of Coos Bay might be looking for a new Port to call on. The

Port of Umpqua has an opportunity to capture some of this spill-over activity not only in terms of increased marine economic development, but also the tertiary goods and services that vessels and their employees and their families require.

- Port needs to refocus on jobs on the water. With the Port's recent divestment in properties along the waterfront, there is a shrinking in opportunities available to the Port of Umpqua.
- Possible opportunity for the Port of Umpqua to be the cornerstone Port along the northwestern coast with the implementation of the Marine Highway Project. This project comes with a lot of unknowns and high infrastructure costs and uncertain profit margins but has the ability to certainly give the Port an identity and laser-focused mission for the next several decades. This is a federally driven initiative through the US Department of Transportation.

## Economic Interests

### Q – What do you see as the primary role of the Port of Umpqua?

- To take care of the waterfront businesses, entities and water-dependent businesses (things that have to get into the Port).
  - Port is not seen much (invisible)
  - Responsible for commerce that can and should happen in the Reedsport area
  - Spur economic development and growth
  - Ensure annual dredging is completed and that fleets can access the docks and Port.
- **Key takeaway:** Ensure commercial fishing activities can occur through facility management and dredging. Making sure commerce can happen in the area including waterfront businesses and water-dependent businesses.

### Q – What do you think are the Port's strengths?

- Dredging.
  - Not sure because the Port does not have a strong presence
- **Key takeaway:** Dredging the channel

### Q – What do you think could be improved?

- Reedsport is not really a thriving port hub

- Port lacks a presence in Winchester Bay
  - Be more proactive in recruiting businesses to the area
  - The area needs more jobs and increased economic activity
- **Key takeaway:** Work to build a thriving port hub and be an advocate for local businesses. Marine-related economic development

**Q- What opportunities should the Port explore? What are the top 3 projects or initiatives that the Port should prioritize?**

- Continue to dredge
  - Nothing specific, but generally spur economic activity and assist port-related businesses
- **Key takeaway:** Dredging the channel, assist port businesses, and spur economic activity

**Q – Are there certain Port-related goods or services that you think are missing in the Reedsport area today?**

- Don't have a facility of fleet for fuel storage
  - Tyree Oil brings trucks to the dock, but uncertain of what other facilities do. A pump station is not seen anywhere.
- **Key takeaway: Fuel storage**

**Q – In the next 10-20 years, what do you see as the future of the Port? What is your vision or hope for the Port?**

- Look to other Ports and how they conduct business and operations. Port of Toledo has employees that work on boats.
- Look to partner with City of Reedsport on developing and improving the downtown areas of Reedsport.
- Port should be part of the process of redeveloping the downtown areas of Reedsport
- Light industrial and housing is much needed
- Clean up the island
- Be proactive in getting properties ready to sell and stimulate business activity in the area
- May be opportunities in the tourism sector; not much of a timber town any longer.
- Curious to see what the Port's vision and mission will be going forward.

- **Key takeaway:** Align with Reedsport's vision, support light industrial and commercial fishing, but also housing, mixed-use and retail. Take advantage of the waterfront. Help get properties ready to sell and stimulate business in the area. Incorporate tourist-related activities to boost area economy.

**Q - How would you summarize the economic climate?**

- It's steady.
  - Summertime brings lots of visitor to the dunes and to engage in fishing activities
  - Wintertime is an obvious slow down in tourism
  - Tourism is what Reedsport is surviving off of. The restaurants and other businesses make their money six months out of the year.
- **Key takeaway:** Tourism is supporting the economy the most.

**Q - What is missing?**

- Housing. People leave Reedsport to reside in Coos Bay or Florence.
  - "Professional level" folks can't find housing in Reedsport and are forced to locate in Coos Bay or Florence
  - Florence and Coos Bay offer greater services such as retail and restaurants.
- **Key takeaway:** Housing for employees is scarce in the Reedsport area.

**Q- What type of industrial uses are missing?**

- No aggregate source
  - Used to be able to dredge out of the river, but permit never got renewed.
  - Rail improvements
  - Opportunities for increased tourism (City of Bandon cited as an example)
  - Opportunities for increased activity and development in commercial fisheries
  - Potential for wood-based products industries
- **Key takeaway:** Fight to continue having an aggregate source leverage local fisheries to boost tourism.

## Fishing Groups

**Q – What do you see as the primary role of the Port of Umpqua?**

- Recent leasing of the Port dock to a private group (Pacific Dream) resulted in a loss of interaction between local fishing groups and the Port
  - Previously Port's role was to control the moorage and offloading facilities that supported the commercial fishing industry – now that's been lost.
  - Fishing groups are now paying moorage fees to Salmon Harbor and paying for off-loading.
  - Private groups charge too high of fees, used to be reasonable when Port was in charge.
  - Port bought two high-end buildings in the middle of Reedsport and one of them sits empty and the other is underutilized and often vacant. Port no longer has much to offer.
  - Since Port turnover of operations to a private entity they've lost full control of the lift and communication with the Port. Plan to sell to a private entity did not seem very well planned.
- **Key takeaway:** Since the Port leased out their dock facilities to a private company who raised rates to an unusable degree, the commercial fishing community doesn't have any connection to the Port. There is a sentiment of betrayal and frustration at the lack of communication about these decisions. There are no alternative lifts in Winchester Bay anymore.

**Q- What do you think are the Port's strengths?**

- No strengths because it's all been privatized. All connection points have been leased out to other entities.
- **Key takeaway:** No strengths to highlight because there is no relationship with the Port anymore and leasing the lift to a private company has made it unaffordable/unusable.

**Q – What do you think could be improved?**

- Build the Port back up and keep it under local Port ownership/control
- Seek out available property for sale at Winchester Bay for use by local fisherman (on Bay Front Loop).
- Port Commissioners should visit other Ports to see how business and operations are being conducted.
- What does a Port Manager do if there are not port-run facilities for the fisherman?
- Capital improvement plans/projects need to be implemented.
- Better access to ice.
- Key-card access to dock facilities for ease of access.



- **Key takeaway:** Build up port facilities and keep it under local management to support viable commercial fishing businesses. Look to other ports for examples. Communicate with the fishing community.

**Q – What do you see as the Port’s main challenges to achieving those improvements?**

- Complexities of getting control of Port facilities back from private entities.
  - Financial hardship of obtaining and maintaining new facilities.
- **Key takeaway:** Financial hardships, complications around getting existing port facilities back.

**Q – What opportunities should the Port explore? What are the top 3 projects or initiatives that the Port should prioritize?**

- Lift and ice machine.
  - Dock sales (which depends on availability of ice)
  - Get docks back under Port control or build new ones
  - Build a relationship with the commercial fishing community. Other Ports have good working relationships with commercial fisherman, not so much here.
  - Not much faith that anything can be done now to rectify the situation, but Port can re-focus on it’s goals and projects to see if there’s anything they can do to change direction.
  - Begin discussion plans and projects at Port meetings so public knows what the Port is doing.
  - The dock was bought with grant funds that was supposed to be allocated to commercial fisherman, how did it end up in private hands?
  - Planning trips is difficult due to uncertainties and dealing with private entities.
  - Pacific Dream doesn’t purchase Salmon, tuna or crab, so it leaves little room for profit for commercial fisherman.
- **Key takeaway:** Priorities are an accessible lift, ice machine and communication with the fishing community.

**Q – In the next 10-20 year, what do you see as the future of the Port? What is your vision or hope for the Port?**

- A historical location for a fish processing plant, but that dock, rebuilt it so small semis can get in and out, get 2 or 3 lifts in there, and keep it under

Port control in the Salmon Harbor space. Making these improvements would brighten the future of the Port.

- The less expensive route would be to look at the legality of the lease (especially because it's grant money).
  - Need lifts in Winchester Bay for commercial fisherman. In any other Port you find all the services necessary for commercial fisherman – not the case here.
  - Cannot plan on anything without reliable ice source.
- **Key takeaway:** Rebuild the old fish processing plant and buy the dock that is for sale, or examine the legality of the existing lease for the existing dock built on grant money. Lifts and ice in Winchester Bay.

**Q - Are there any other important contexts to keep in mind as we look at a path forward for the Strategic Business Plan? I.e. social, environmental, regulatory, historical or other context. Anything else to add?**

- Fred Wahl doing a great job in the shipyard business and is a great asset to the area.
  - Fred Wahl is directing a lot of the outgoing and incoming ship traffic.
  - Not being served by the Port at all.
  - Need access to onloading and offloading for supplies. Fisherman count on the resources.
  - Need to go back to way the Port operated before turning over most operations to private entities – this would ensure a brighter future for the Port.
  - Port should look at buying land and building new dock in the middle of Winchester Bay – this would be a very attractive asset and facility; would be a great capital improvement project.
  - Small commercial fishing vessels are getting left behind.
- **Key takeaway:** The fishing community needs a guarantee that the port won't be turned over to private enterprise.

## Online Survey Responses Summary

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The survey was available online through SurveyMonkey from March 10 through May 8, 2023. LCOG sent the survey link via email to the list of stakeholders that was provided by the Port Manager. Participants were asked to forward the survey onto other individuals or organizations that might be interested in participating. LCOG followed up with the initial survey invitation email with three reminder emails at regular intervals. IN addition, LCOG prepared and published a flyer to be posted around Port spaces and published in a local newspaper of general circulation in the south coast region.

# SHARE YOUR VOICE

The Port of Umpqua is inviting the public to help lead its Strategic Business Plan!

- **What:** The Port of Umpqua decides business development in the Umpqua region
- **Why:** Looking to hear from the community on how to prioritize development
  - **How:** Fill out a 2-minute survey via your smartphone or computer



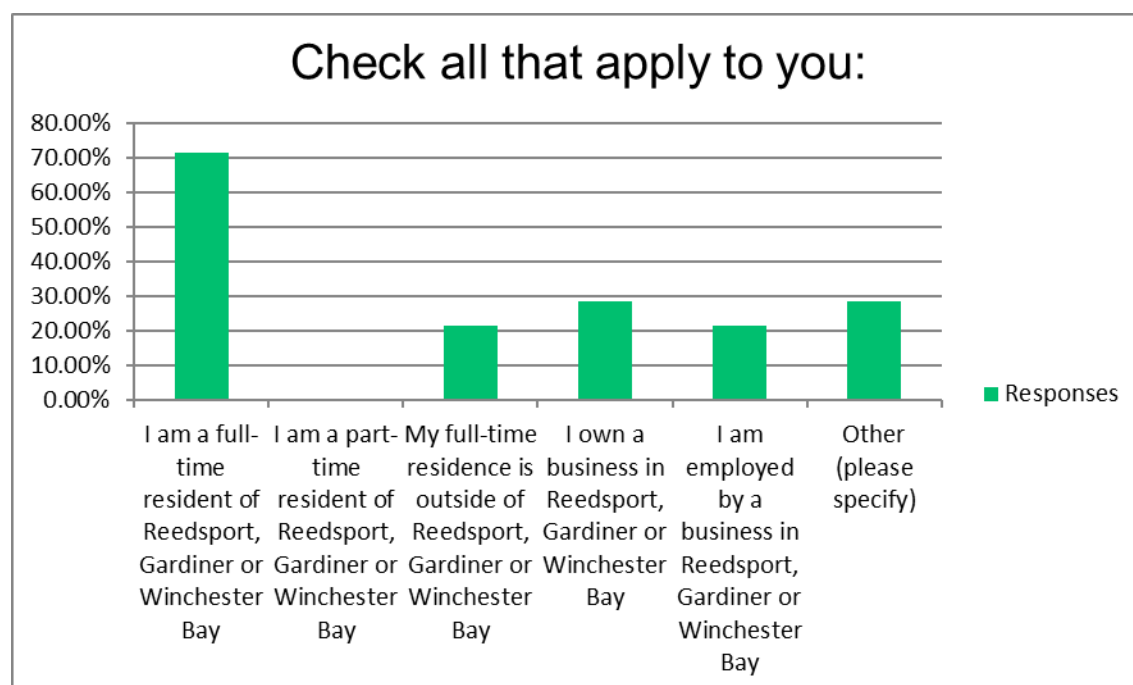
Or visit <https://www.surveymonkey.com/r/V2L9B9T>

The survey will remain open until May 8, 2023. For further information, please contact Mr. Scott Kent, Port Manager at [skent@portofumpqua.net](mailto:skent@portofumpqua.net) or 541-271-2232.

## Summary and Raw Results of Online Survey

Fourteen individuals responded to the survey. The survey contained 10 questions. The results of survey response are compiled below by question. Key takeaways are provided for 9 of the 10 questions.

**Q1: Check all that apply to you:**



**Q1 “Other” responses**

Own a 52-foot salmon tuna boat
Retired
My company has property in escrow in Gardiner

Key takeaway from Q1: Most survey respondents are full-time residents of Reedsport, Gardiner, or Winchester Bay.

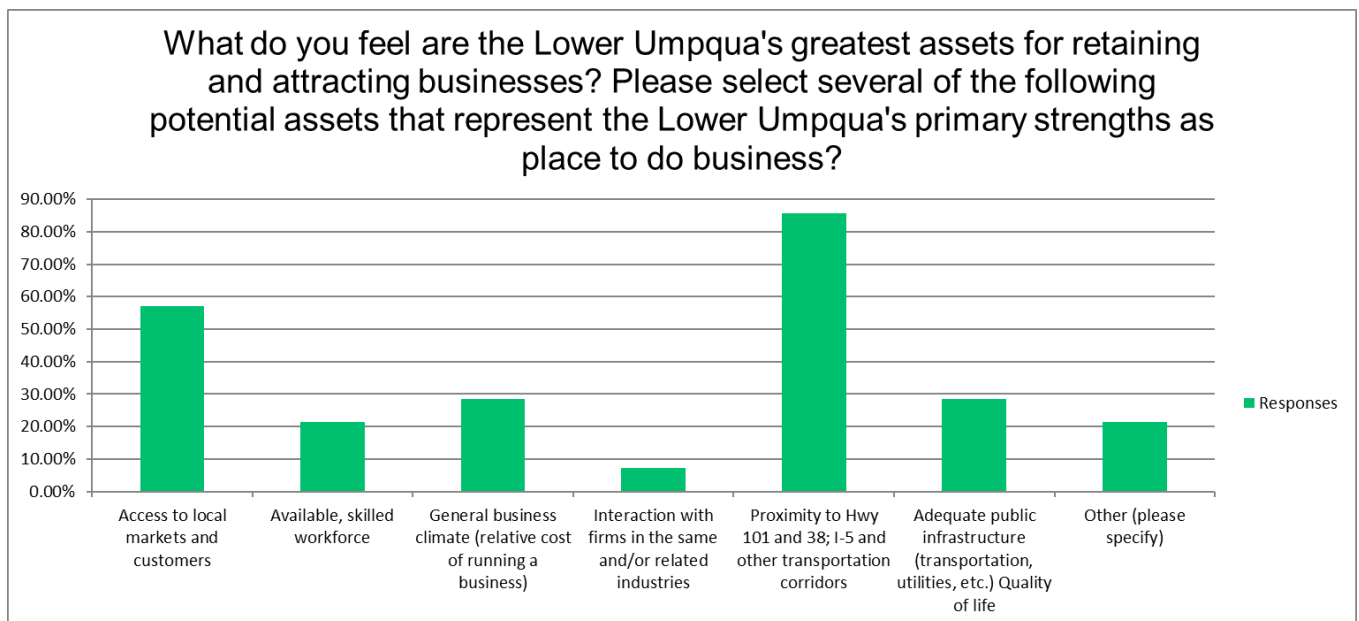
**Q2: What is the Lower Umpqua (Reedsport, Winchester Bay and Gardiner) area’s primary market service area, and its advantage within the state and central/south coast region with regard to attracting jobs?**

Market area has much to offer with the Dunes National Recreation, Umpqua Basin for fishing and crabbing, along with camping and coastal facilities in Winchester Bay. The advantage to attracting jobs is the undeveloped industrial and commercial possibilities, ocean shipping opportunities, rail way, and access to I-5 via hwy 38.
Not sure but certainly our geographic area, here through Scottsburg and Elkton. Advantage? We have workers.
Shipping. Anything.
Unknown at this time
Water, main Highway, rail
Abundant available Industrial Land. Fiber availability. Urban growth capacity.

Sport and commercial fishing, and processing
Pass through Tourism, fishing, ship repair
Water, road and rail
South of Florence, North of North Bend, East to the I-5, West the Pacific Ocean when serving local/regional populations. Ideally Western Oregon (I-5 West) for a lot of products and service, while importing as many dollars as is absolutely possible from outside the region/state. Introducing new money to the region that can be put to work supporting local businesses and municipalities.
In Reedsport we need the following; electricians, plumbers, general building contractors, doctors, nurses, general medical staff, adolescent mental health services, adult mental health services such as a community clinic.
Agriculture (Commercial Fishing & Crabbing, Aquaculture, Livestock, Hay) advantage in the state is that's all on the coast in a mild climate. Tourism (RV Parks, Recreational Fishing & Crabbing, Restaurants, Parks & Trails, etc.) It's advantage is that it is on the coast which already makes it a recreational area. And, we have a literal "recreational area" already here with the Oregon Dunes National Recreational Area. I don't know that any of these things are actually attracting jobs, we need some kind of industry for that or large convention center.

Key takeaway from Q2: The south coast region has excellent transportation systems in Highway 101 and 38 and offers exceptional recreational opportunities for residents and tourists alike.

**Q3) What do you feel are Lower Umpqua's greatest assets for retaining and attracting businesses? Please select several of the following potential assets that represent the Lower Umpqua's primary strengths as place to do business?**



### Q3 “Other” responses

Proximity to the Dunes and Salmon Harbor

Train connection

Quality of life

Key takeaway from Q3: The greatest asset for retaining and attracting businesses to the south coast region is its proximity to major transportation systems such as Highway 101 and Highway 38 and Interstate 5.

***Q4) What do you see as the primary role of the Port in Douglas County? What do you think the Port does best?***

Primary role is to attract business and work with state and local entities for future growth in the Lower Umpqua area.
Not sure, what does the port do? We have some available spaces on the river that are not being utilized.
???
We will be looking into the possibility of developing a private/public partnership.
Create family wage job opportunities and service opportunities for local fishing related or impacted businesses.
Working to get dredging.
Run its rv spots, with not much regard to its docks
To insure the use of public hoist in Winchester bay
I am not very familiar with the Port and what it does for this area.
Unfortunately Port gives away representation of our local area
Serving as the physically/environmentally safe, economically stable/healthy home to several regional small businesses (i.e. fisheries, and the small businesses that support them).
Encourages businesses to flourish.
Works with U.S. Army Corps of Engineers to keep the Port dredged so ships can come in. Primary role should be to keep the Port Basin open and to attract business to the area. Bring in business and keep business. Support and promote the businesses that are already in place. Support and promote other organizations who are willing to partner with the Port.

Key takeaway from Q4: Economic development and annual dredging are seem as the primary roles of the Port.

***Q5) What do you think could be improved?***

Communication with the community subject to planning and development.
Attracting businesses to our waterfront in Reedsport, and to Salmon Harbor (although the county seems to want to control all of that).
So much. Jobs would be #1 and affordable housing. The drug problem in this area is out of control and ignored.
Creating family wage jobs opportunities. Less County influence
Economic Development/recruiting. Infrastructure development. Etc.
Go take a look at coos bay Florence and Newport, you will notice that the docks are full of boats.

We need to either restore the previous method of dock and unloading hoist in Winchester bay. Ever since new company was given control prices went up 1000%. Or build a new facility.
Better ice facility
Education to the general public about what the Port of Umpqua is.
Don't throw away IGAs that give us a local voice. Do what's best for the Port and the community and not what is best for the County.
I'm still learning more about the services and history of the Port of Umpqua...so I am not sure I have a good, informed answer to this question as of yet.
More community interaction and encouragement for the community to open viable businesses.
How the Port supports the local businesses and community. How the Port promotes new business ideas. Supporting the other organizations.

Key takeaway from Q5: Reinvestment of Port resources into Salmon Harbor and Winchester Bay are needed and an improvement in communication amongst the Port and key stakeholder (primarily between the Port and commercial fisherman and the Port and Douglas County).

***Q6) What opportunities could the Port explore?***

Development of the Reedsport waterfront area, Development of Port owned land, and development of the vacant Industrial land in Gardiner.
land use along the river, promoting recreational use in/around Reedsport, attracting businesses in Salmon Harbor and Reedsport.
Anything and everything at this point.
We look forward to working with the Port and Douglas County in developing our project.
Marketing to businesses that provide family wage jobs.
Recruiting and leasing properties.
Stop spending all money on rv spots and put some money into docks and a real ice machine. How is it even legal for us tax payers to supply money for the county to buy up every available rv space in Winchester bay spend millions of dollars then up are sewer bill? And how are the small rv space owners supposed to compete? My sewer bill in my house per month, is the most expensive in all of Oregon. I looked. And it goes up every time the port puts in new rv spots.
Remove new company "pacific dream" and reinstall port of Umpqua
Supporting activities that increase commerce.
Shipping and support for local fishermen.
I think it would be interesting for the Port to work with our Center to offer more workshops to the fisheries and other businesses it serves/hosts to learn more about "the business" of what those organizations do. i.e. Compliance with BOLI on employment issues, how to better market/sell their products and services (ideally



across a broader region, importing more dollars to the area), accounting/bookkeeping issues, etc.
unknown
Keeping what is in place in place while looking into new projects and ideas. Invest in the area by providing assistance to projects and ideas.

Key takeaway from Q6: Development and investment into the waterfront area, Port owned properties and land in Gardiner coupled with any projects that lead to economic development and family-wage jobs are seen as the primary opportunities the Port should explore.

***Q7) What is your vision for the Port of Umpqua***

Develop a plan to attract Industry, Tourism, Recreation, and Supporting Business that will improve the local economy.
Expanded waterfront in Reedsport with recreational and business uses. The boat ramp is small and the parking lot is limited (as someone who fishes there), poorly planned, need more mooring space, and a recreational dock for fishing would be nice.
To bring jobs.
Our vision and project is not primary to the Port, but more to the region.
What exactly is The Port? Douglas County has too much power over coastal water access. So where is the Port? Not the business office- the actual Port of Umpqua?
I hope that they are actively seeking granting opportunities that are available for Port expansion.
To help commercial and sport fishermen as well as local businesses in unloading, supply of ice etc..
Still developing.
Standing up to the County and not using the Port to further individual aspirations at the expense of the community.
I'm still learning more about the services and history of the Port of Umpqua...so I am not sure I have a good, informed answer to this question as of yet.
Unknown
The Port has been somewhat idle for some time now. It would be good to see the Port moving forward with projects that assist the community, agriculture, and other organizations.

Key takeaway from Q7: The Port may be at an inflection point and will need to decide how it operates in the ensuing decades. Economic development and waterfront operations seems to be the main vision of the Port, as seen by the stakeholders.

**Q8) In your opinion, what are the top 3 strategic projects or initiatives that the Port should prioritize? Should any initiatives or projects not be pursued?**

1) Development of the old IP property in Gardiner. 2) Development of Waterfront property in Reedsport. 3) Development of existing Port Properties to provide local business opportunity.
Create a dynamic waterfront space in Reedsport that will attract businesses and recreation. Attract businesses for the old Wahl space.
Jobs
Sorry but I don't have enough information about the ports strategic projects to have an opinion.
Influence Douglas County to replace docks that are shut down in Winchester Bay. Don't give in to the County by giving them opportunities to compete against small local businesses. The county pulls income like that out of community owned businesses.
Recruiting, expanding, dredging.
No more rv spots they already own half the acreage in Winchester bay covered in rv spots. And they just bought another almost half done with it. Lol. Don't raise sewer price for us ppl in Winchester bay we shouldn't have to pay for rv ppl to poop.
Return this to before pacific dream taking control. they run out of resources with respect to their own needs.
Pressure on Salmon Harbor and the County to replace failing docks and dredge all boat basins in Winchester Bay- you can't draw business in if a boat can't move on low tides. Look at the Port of Kalama for some inspiration.
I'm still learning more about the services and history of the Port of Umpqua...so I am not sure I have a good, informed answer to this question as of yet.
Unknown
Agriculture, Tourism, and bringing in some kind of industry/business that bring living wage jobs to the community. People do want to work, but they also want to make enough to support their families. Quality of life really does mean something to most people.

Key takeaway from Q8: The projects or priorities most important are dredging, economic development and development or redevelopment of Port-owned properties, with a particular emphasis on properties in Gardiner and Winchester Bay/Salmon Harbor.

**Q9) Are there certain goods or services that you think are missing in the Reedsport area today?**

Flower Shop, Clothing Store, Building Supply-even on a small scale. Many useful businesses will come as the job market or population grows.
Many. Need diversity of businesses, improvement of properties in the waterfront area. More public space.

That's a good one.
No.
Fish processing. Why just Reedsport? What about Winchester Bay?
We lack most commodities.
A public hoist that is open to public without having to pay a private business for the privilege
Accessibility to basic health care professionals.
Affordable housing and family wage jobs
I'm still learning more about the services and history of the Port of Umpqua...so I am not sure I have a good, informed answer to this question as of yet.
Contractor services, medical and mental health services.
Yes. Shops/stores, good doctors, a hospital that actually can provide trusted medical services. The stores are always out of stock and we pay higher prices because of the "tourism" factor due to being the small town closest to Winchester Bay which is totally tourism based.

Key takeaway from Q9 There is several good or services that are absent and needed in the Reedsport area. Among the several listed, access to healthcare, housing, family wage jobs, investment in fishing resources, and a diversity of business were good or services that were mentioned multiple times.

***Q10) Is there anything else you'd like to add?***

There is a huge need for new housing which will require the development of land and infrastructure in the Reedsport area. New housing will attract new people with new ideas/needs, which in turn will attract new business. There are many old buildings that need improved/removed or a change of use. The Port can help influence the changes and become the business incubator in the future development of the Reedsport area.
Get rid of clutter like the old buildings, old docks and pillars, landscape everywhere, start a parks and rec, and solve the drug problem.
We look forward to working with the different municipalities as we progress with our project. Douglas Point Golf Partners LLC
Be careful with who you get on the commission. Make sure they aren't in the County's back pocket.
Yes, the loading dock fees for commercial boats went up dramatically this year it is not right. Where does that money go? Also, the business that leased the loading dock doesn't allow anyone else to use. That's not right
Yes, is it even legal to have a private business in charge of a public utility?? As in the ice or unloading dock?? It seems like they only help the people who are doing business with them. Not impressed with pacific dream. They have created a monopoly in Winchester Bay, where huge fees are charged to any competitor.
The local community needs to be more involved in taking the attractions we have in this area and creating an environment that people who happen upon us, will make a

point for return visits. Families and individuals need to make this area a part of their yearly or seasonal trips.
I am curious to learn more about how the South Coast's seven ports (all of Oregon's ports, in general too) collaborate with one another, a la "strength in numbers." The Port of Umpqua not operating "on an island." Rather, working with other regional ports to offer their great piece(s) to the overall puzzle in our regional economy. What does the Port of Umpqua do better than the other ports in our region? What services/tenants/retailer affiliations does the Port of Umpqua have that are an advantage compared to other ports? What services are missing/inferior at the Port of Umpqua, compared to other ports? What are opportunities to learn from or copy/clone great ideas to "do more with less" from other ports in the region? Etc.
No



**TO:** Port of Umpqua Board of Commissioners

**FROM:** Lane Council of Governments

**DATE:** July 14, 2023

**SUBJECT:** Memo #5 – Capital Improvements Plan

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This memo is intended to orient the Board of Commissioners to the Port's existing Capital Improvements Plan (CIP) and to set the stage for the Board's review, discussion, and update of the CIP at its July meeting.

### **Capital Improvements Plan**

A CIP is a crucial element of strategic planning for Oregon Ports, and is required in order to be eligible for funding from Business Oregon. A CIP describes a series of capital projects that an entity intends to undertake during an identified timeframe. The Strategic Business Plan generally focuses on a 20-year timeframe. A CIP also typically sets forth an estimated cost to complete a certain project, potential funding sources, and an assigned priority level. The CIP is a key document for informing the public and the taxpayers within the Port district on how the Port will utilize its funds and what projects the Port prioritizes over the next 10-20 years. A CIP should be realistic, attainable, and further the Port's mission and vision.

In order to collaboratively update the Port's CIP, it is highly recommended that the Board of Commissioners should review the Port's current CIP and decide which projects should be removed, added, or require further review and amendment. A copy of the current CIP is provided below.

LCOG will come prepared with the Port's current CIP displayed on the projector. The Board of Commissioners will go through each project listed and discuss whether the project is to remain, to be removed, to be amended, or if it requires further discussion. Following the first pass through the current CIP, LCOG will ask the Board of Commissioners what new projects could be added to the CIP. The Board may assign a priority level to the project and other necessary information for inclusion into the CIP. While not required, it is recommended the Board of Commissioners take into consideration the feedback received from the stakeholder engagement outreach when updating the CIP.

<b>Top Priority Projects</b>	<b>Type</b>	<b>Term</b>	<b>Cost Est.</b>	<b>Lead/ Partner</b>	<b>Comments</b>
<b>MT1</b> Umpqua River Dredging	Maintenance	Long Term (yrs. 1-20); Ongoing	\$1.1M/yr	<b>USACE/</b> Port/ Salmon Harbor	Economic benefit of dredging = 1,297 jobs and \$141.7M (see Appendix D)
<b>MK2</b> IP Site Redevelopment	Marketing	Short & Mid-Term (yrs 1-10)	\$5,000 to \$10,000/yr	<b>Port/</b> IP/Forum	Market site in strategic national and national trade publications
<b>AC3</b> Port of Umpqua Business Development Center	Acquisition	Short Term (yrs 1-5)	\$200,000	<b>Port/</b> City/ Forum	Acquire building and improve for port offices and business development center
<b>MT4</b> Umpqua River Dock	Maintenance	Long Term (yrs. 1-20); Ongoing	\$3,000/yr*	<b>Port</b>	Routine maintenance fund/user fee
<b>MT5</b> Port of Umpqua Commercial Dock	Maintenance	Long Term (yrs. 1-20); Ongoing	\$3,000/yr*	<b>Port/SH</b>	Routine maintenance fund/user fee
<b>CP6</b> Salmon Harbor “D” Dock engineering study	Capital	Short-Term (yrs 1-5)	\$40,000	<b>Port/SH/</b> OBDD	Design 400’ replacement dock/OBDD funds
<b>MT 7</b> Reedsport downtown stormwater and levee improvements	Maintenance	Short & Mid-Term (yrs 1-10)	\$50,000**	<b>City/Port</b>	Assist City with \$2M stormwater and \$2M levee recertification project

\*\$140,000 Port Reserve Fund budgets dock maintenance at \$6,000 per year. The funds are provided through dock moorage fees.

\*\* Levee project supports downtown redevelopment/jobs & protects existing port office from flooding and/or higher flood insurance costs.



**TO:** Port of Umpqua Board of Commissioners  
**FROM:** Lane Council of Governments  
**DATE:** September 21, 2023  
**SUBJECT:** Memo #6 – Strategic Business Plan Review

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This memo is intended to introduce the Board of Commissioners to a pre-final draft of the new Strategic Business Plan.

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### **Chapter 1: Port History and Mission**

Chapter 1 provides an overview of the Port of Umpqua’s history, mission statement, goals and strategic objectives, and includes a description of the strategic planning process.

### **Chapter 2: Port Overview**

Chapter 2 provides a broad overview of the Port of Umpqua, including its operations, facilities, and property. It also describes the Port’s resources, policies and procedures, and financial and market conditions.

### **Chapter 3: Defining the Problem**

Chapter 3 provides demographic and economic profiles for the Port district and analyzes regional, state and national trends for key industries.

### **Chapter 4: Policy Context**

Chapter 4 provides the policy context for the Strategic Business Plan, including a threshold statement, a description of the applicable Statewide Planning Goals, a survey of other relevant local and regional plans, and an analysis of the political context in which the Port operates.

## **Chapter 5: Situational Analysis**

Chapter 5 provides a situational analysis of external and internal factors that contribute to or challenge the Port of Umpqua's success. The situational analysis includes an analysis of the Port's Strengths, Weaknesses, Opportunities, and Threats (SWOT), an overview of critical issues facing the Port, a demand analysis, an overview of district needs, and an exploration of other key opportunities.

## **Chapter 6: Strategic Business Plan Goals, Objectives, and Action Plans**

Chapter 6 provides a list of the Port of Umpqua's Strategic Business Plan goals, objectives, and action plans, which are broken into eight overarching categories: Property, Management, Financial, Environmental, and Marketing and Communications.

## **Chapter 7: Capital Improvement Plan**

Chapter 7 includes the Capital Improvement Plan and a list of potential funding opportunities that the Port could pursue to procure funding for the identified projects.

Please review the draft SBP and come prepared to discuss any questions or issues that need to be addressed before final adoption of the SBP. Following the work session LCOG will incorporate the feedback received and prepare a final draft for adoption at the Board's October meeting. Prior to the October meeting, LCOG will furnish a final draft to the Port Manager for one last review and comment period.

LCOG thanks the Board and Port staff for their substantial time and effort allotted to drafting a new SBP. It has been a pleasure work with the Board and Port staff and an honor to provide the Port of Umpqua with a new SBP.